

September 21 1993

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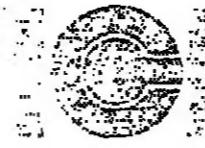
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The constraints on
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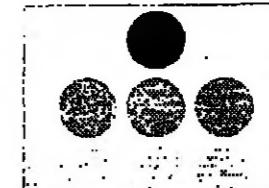
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mistaken means

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East and west
Job exchanges at
Fujitsu and ICL

Management, Page 12



Staying on top
Why market leaders
can never sit pat

Management, Page 12



FINANCIAL TIMES

Europe's business newspaper

WEDNESDAY SEPTEMBER 22 1993

BAe and Taiwan deal hits new row over leaked letters

British Aerospace chairman John Cahill is expected to meet Taiwanese government ministers today to discuss the latest obstacle to progress on a joint venture to build regional jet aircraft. Opposition politicians in Taiwan leaked letters from Mr Cahill to Mr Chiang Ping-kun, minister of economic affairs, in an attempt to show that the deal is politically rather than commercially motivated.

Senior PLO leader assassinated: A senior PLO leader in the occupied Gaza Strip was assassinated by other Palestinians in a dispute within the mainstream Fatah faction over the peace accord with Israel. Palestinian sources said Mohammed Hashem Abu Shaaban was head of a political committee organising support for the accord. Rabin faces vote of confidence, Page 5

Gunmen kill 18 in S Africa: Gunmen shot dead 18 passengers in a minibus taxi south of Johannesburg, state-owned South African Broadcasting Corporation said.

Mahathir attacks Major on Bosnia: British prime minister John Major was clearly surprised when Dr Mahathir Mohamad, his Malaysian counterpart, accused Britain of standing by while Bosnian Moslems were "wiped out". Page 18

Further details, Page 4; Moslems say sea access agreed, Page 3; Insults fly over Major leadership, Page 11

Muted welcome for rate cut: Japanese business leaders gave a muted welcome to a three-quarter percentage point cut in official interest rates to a new low of 1.75 per cent. Page 4

E Europe income prospects poor: It will take 35 years for eastern European incomes to reach even half the level of average western incomes under current predictions for economic growth. John Flemming, the chief economist at the European Bank for Reconstruction and Development, said, Page 3

New weekly column for Barry Riley: Barry Riley starts a new weekly column in this issue. Every Wednesday, he will write about worldwide investment themes and strategies. He continues to take The Long View on Saturdays. This week: Why the reworking of Daimler-Benz's first half profit as a loss under US accounting principles could pose a serious threat to Germany's corporate culture. Page 19

British motors breakthrough: British scientists and component manufacturers hailed a breakthrough in the design of electrical motors. Page 10

Michelin falls into loss: Michelin, the world's largest tyremaker and one of France's largest industrial groups, blamed the recession and rationalisation costs for a net loss of FF 3.19bn (\$568m) in the first six months compared with net profits of FF 320m in the same period. Page 19

US foreign policy blueprints: The Clinton administration plans a US foreign policy strategy of "enlargement" of market democracies, to replace the containment doctrine of the cold war years. Page 6

Japanese brokers review forecasts: Japan's leading brokers, with the exception of Daiwa Securities, were forced to revise their earnings forecasts. Nomura Securities, the largest house, cut its expected pre-tax profit from Y38bn to Y25bn (\$340m) for the first half. Page 16; Lex, Page 18

UN captures Aided's backers: US commands in the Somali capital, Mogadishu, captured Osman Hassan Ali, main financial backer of Somali warlord Mohamed Farah Aided, the UN said. Earlier two Pakistani UN troops died in fighting with militia Africa's lunatic asylum. Page 24

Airliner shot down: All 28 people aboard were killed when their airliner was shot down as it approached Sukhumi, where Georgian troops are besieged by Abkhazian separatists. The aircraft was hit by a missile and plunged into the Black Sea. War-torn Georgia faces collapse. Page 2

Cheess: Reigning champion Garry Kasparov beat challenger Nigel Short in the seventh game of the world chess championship in London. He now leads the 24-game series 5½ to 1½.

STOCK MARKET INDICES

FT-SE 100 3001.8 (-3.9)

Yield 1.92 (%)

FT-SE Eurodax 100 1279.55 (+1.49)

FT-SE All-Shares 1482.59 (-0.0%)

Markets 20,465.65 (+200.52)

New York Amex 3555.68 (-0.12%)

Dow Jones Ind Ave 3555.68 (-0.12%)

S&P Composite 654.97 (-0.08%)

US LUNCHTIME RATES

Federal Funds 3.1%

3-mo Treas Bills: Bid 2.98%

Long Bond 102.3

Yield 6.00%

LONDON MONEY

3-mo Interbank 5.1% (5.1%)

Long-term gilt future: Sep 112.1% (Sep 112.1%)

NORTH SEA OIL (Argus)

Brent 15-day (Nov) \$16.53 (16.51)

Gold

New York Comex (Dec) \$365.0 (353.5)

London \$363.3 (353.8)

STERLING

New York lunchtime £1.507

London £1.522 (1.522)

DM 2.4875 (2.47)

Fr 8.895 (8.825)

SFr 1.4295

Y 162.0 (157.79)

E Index 80.8 (same)

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TV and Radio 1

Die is cast in Russia for a fight to the finish

By John Lloyd in Moscow

THE DIE, long awaited, appears to be cast. In his television address to the nation, broadcast at 8pm Moscow time on the channel still received in most parts of the former Soviet Union, President Boris Yeltsin finally and explicitly acknowledged that he could not create new constitutional forms of government without breaching the present Soviet era constitution. He has decided to do so and has signed the order dissolving the parliament.

It has been an excruciating delay since, in April, he received the support of the Russian people in a referendum for himself and for his economic policies. That vote, surprisingly positive from a people weary of political squabbles and economic decline, was followed by further squabbling (at a higher pitch) and further decline (at a faster rate).

Mr Yeltsin had identified two projects which he was determined to set in train. One was the creation of a federation council which would form the top tier of a new, two-chamber parliament, to be known as the federal assembly. This is his last body which, last night, he said would be the supreme legislative body in the country - even though, last weekend, at their

meeting in Moscow, the regional leaders refused to agree to their transformation into the new assembly's upper tier.

The second was the publication of a new constitution, to lay the legislative basis for the vexed question of the division of power between the presidency, parliament, government and regional and local administrations. He wanted at very least an electoral law and a "short constitution" allowing elections to the new body which would supersede the Supreme Soviet and its Congress of People's Deputies.

Parliamentary leaders, with their own draft of a constitution, had appealed to the president to meet them to discuss merging the two drafts. This appeal, apparently, had fallen on deaf ears, probably because the president and his advisers did not believe that a draft outlining a strong presidency and a subordinate parliament could be merged with one calling for a strong parliament and a presidency confined largely to foreign affairs, nominations of leading government figures and ceremony.

Mr Yeltsin devoted at least half of last night's address to attempting to show that all his efforts at compromise over the past months had been in vain,



Yeltsin: has the loyalty of most of the armed forces



Rumski: now considers himself president

saying that in the last few days it had become obvious that no co-operation between presidency and parliament was possible.

"Parliament," he claimed, "has been seized by a group of persons who have turned it into the staff of the irreconcilable opposition. Hiding behind

deputies, this group is pushing Russia towards the abyss... (it has) lost its right to be in control of the crucial levers of state power."

As well as a stasis of political power, the president has seen a collapse of any hopes of economic regeneration this year. Inflation, lowered in the

spring to around 15 per cent a month, reached around 30 per cent in August. Mr Boris Fyodorov, the finance minister, said in an interview published yesterday that it would not fall below a 15-20 per cent range this year. Decisions by the parliament to increase spending on a range of social and indus-

trial programmes would have pushed the deficit up to around 25 per cent of GNP - and Mr Yeltsin's refusal to sign the budget into law was held by Mr Russian Khasbulatov, the parliamentary speaker, to be a breach of the constitution.

In naming Mr Yegor Gaidar, the former acting prime minister

to be first deputy premier in charge of the economy, the president again defied a parliament which had brought about Mr Gaidar's dismissal from office last December. In his appointment, Mr Yeltsin was also trying to address the fears of the Group of Seven nations and the International Monetary Fund that the reformers were hopelessly off track and could not attract more assistance while they remained so.

Now that he has, in a stroke, rid himself of his opponents, he will presumably give free rein to Mr Gaidar and to the reformers to bring in the measures about which they have spoken for so long - tight credit, cuts in budget programme and faster progress in privatisation.

In the two weeks before his dramatic address, the president had taken care to be seen with crack divisions of his demoralised army, all of them stationed round Moscow. He has

in General Pavel Grachev a defence minister thought to be loyal. He has just appointed a new minister of security in Mr Nikolai Golushko, who now commands the still-massive KGB and must be presumed to be the president's man. Mr Khasbulatov's call last night was explicit: do not obey Mr Yeltsin's orders, and parliament will protect you from the consequences.

the president's camp since parliament had sought to have him dismissed.

How far these leaders are sure of their subordinates is another matter. The army's pay has been raised to or above average levels but it has at times not been delivered. Thousands of officers are in temporary accommodation as winter approaches. Thousands more are simply resigning their commissions.

General Alexander Lebed, the popular commander of the Russian forces in the Transdniestrian area of Moldova, recently wrote in Pravda that the armed forces were on the brink of a "catastrophe". Mr Khasbulatov has made efforts to bring the military under parliamentary control, while charging that the president and government were deliberately destroying the defence potential of the country.

Finally, the decision to claim the presidency by Mr Alexander Rutskoi, vice-president and a decorated veteran of the Afghan war - whose senior officers are in the high command of the military - may swing some officers away from their commander-in-chief. Mr Khasbulatov's call last night was explicit: do not obey Mr Yeltsin's orders, and parliament will protect you from the consequences.

Yeltsin defends action to 'break this disastrous, vicious circle'

The following are excerpts from Mr Boris Yeltsin's live television address to the Russian people last night:

"Parliament has been seized by a group of persons who have turned it into the staff of the irreconcilable opposition. Hiding behind deputies, this group is pushing Russia towards the abyss."

"My duty as president is to state that

the current corps of deputies has lost its right to be in control of crucial levers of state power. The security of Russia and its peoples is more precious than a formal obedience to contradictory norms created by the legislature.

"These will not be fresh elections to the Congress or Supreme Soviet [parliament].

"According to a presidential decree

which has already been signed today, Congress of People's Deputies and the Supreme Soviet cease to perform their... legislative functions. There will be no more Congress sessions. Deputies' credentials are invalid.

"I appeal to the leaders and peoples of foreign states, to our friends abroad - there are lots of them around the world.

Your support is important for Russia. The measures to which I had to resort were the only way to defend democracy and freedom in Russia.

"Any actions aimed at preventing elections will be considered illegal and persons involved in these actions will be brought to account under criminal law.

"The already weak legal foundation of

the already weak Russian state is being deliberately eroded. Laws are being approved for the sake of monetary political goals. Most of the sessions of the Supreme Soviet have been going on with violations of the established procedures. That discredits the very foundation of

parliamentarianism.

"The only way to overcome the paraly-

sis of state power is to fundamentally renovate it on the basis of the rule of the people and constitutionality.

"The current constitution doesn't allow that - neither does it allow for the passage of a new constitution. Being the guarantor of security of the state, I must offer a way out of the stalemate, and to break this disastrous, vicious circle."

War-torn Georgia near collapse

By John Lloyd



GEORGIA presents the most miserable spectacle of any of the countries which achieved "independence" since the collapse of the Soviet Union. Economically prostrate, in the process of being dismembered, its head of state now in danger of death or capture by secessionists, it is close to collapse as a functioning state.

The present conflict centres on the formerly pleasant resort of Sukhumi, capital of the Abkhazian autonomous republic - where Abkhazian forces, seeking independence for their state, yesterday claimed to have advanced to within 300 metres of the Georgian government headquarters in the town, having taken the TV tower and a hill overlooking the city administration building.

Mr Eduard Shevardnadze, the head of state, is in the city, possibly in that building; with him is Mr Giorgi Karashishvili, the defence minister. Both have called for Sukhumi to be defended "to the last drop of

blood". Mr Shevardnadze, the co-architect with Mr Mikhail Gorbachev of the grand turn in Soviet foreign policy which brought an end to the cold war, may end his days in the hopeless defence of a provincial capital in a small country whose fate he has made his own.

Histrionic and impulsive, the Georgian leader also seems to have been betrayed by the Russians. He agreed with foreboding to a Russian-guaranteed ceasefire with Abkhazia. When the Abkhazians broke it with a ferocious attack on Sukhumi last weekend, the Russian Foreign Ministry threatened sancti-

tions against Abkhazia. But it now appears clear that Russian policy, at least that followed by the Defence Ministry, is solidly pro-Abkhazian. "It is already too late to help them," he told the visiting UK defence secretary, Mr Malcolm Rifkind, on Monday.

Georgia's humiliation at the hands of Abkhazian formations, armed with modern, sophisticated weapons, is an object lesson in the crudity of Russian pressure. Russia's assistance to the Abkhazians has been matched by its absence of support for Georgia. For the Georgians, the question of mending fences with Russia has arisen.

The Abkhazian forces seem likely to prevail in Sukhumi, and thus to consolidate control in territory from which the Georgians have largely been expelled - in spite of the fact that they outnumbered the Abkhazians by nearly three to one.

Abkhazia has made it clear it wants its autonomous status safeguarded by Russia, not by Georgia. It is not alone. South

Kartli, another autonomous region, was also at war with Georgian forces two years ago. Peace was secured last year by Russian troops. Adjaria, the third autonomous area, where comparative peace has been observed, is also distrustful of Tbilisi, but lacks a common border with Russia.

The lesson few Georgian politicians have learned is that all non-Georgian peoples in the republic appear to prefer Russian to Georgian rule. Further, the man displaced to make room for Mr Shevardnadze - former President Zviad Gamsakhurdia - has not given up his ambitions to return.

His troops have taken most



Some of the 15,000 demonstrators who gathered outside the Ukrainian parliament in Kiev yesterday as deputies accepted the resignation of the prime minister, Mr Leonid Kuchma. Mr Kuchma had lost patience with opponents of his economic reform plan

Exports lift Irish economic performance

THE Irish economy is forecast to grow by 2.5 per cent this year, according to the country's main independent economic research body, the Economic and Social Research Institute (ESRI).

The key to growth has been "the growing market share of Irish exports, particularly in the UK and the continental EC countries, due both to the impact of high-technology industry and to the improved competitiveness of more traditional industries", the institute says in its quarterly bulletin published yesterday.

Total exports of goods and services are forecast to rise by 4.75 per cent in volume and 7 per cent in value this year, with the strongest growth expected in manufactured goods, especially in high-technology exports. Manufactured exports are expected to rise by 8.5 per cent in value to £12.5bn in 1993, and by a further 10.5 per cent to £13.8bn in 1994.

Agricultural stocks are expected to decline significantly this year and next as reforms in the EC's Common Agricultural Policy continue to take effect, reducing the quantities of produce sold into intervention and existing intervention stocks are run down.

Non-agricultural stocks are increasing, however, "as stock levels are deliberately raised in line with the expected acceleration in economic growth".

A 2 per cent fall in the volume of fixed investment last

Dutch abandon attack on deficit

By Ronald van de Krol
In The Hague

THE Dutch government yesterday abandoned its target for cutting the 1994 budget deficit, because of slower economic growth and sharply rising unemployment.

The 1994 budget, presented to parliament yesterday, calls for a budget deficit equivalent to 3.9 per cent of net national income. This is unchanged from this year, but above the 3.25 per cent target set in 1993, when Mr Ruud Lubbers, the veteran Christian Democrat leader, began his third term of office.

The government also published projections showing that growth in gross domestic product will be flat this year but should return to a rate of 1 per cent growth in 1994.

Unemployment will rise this year and next, with 715,000 people expected to be drawing unemployment benefit in 1994, a new post-war high. This is equivalent to an unemployment rate of just over 10 per cent of the workforce.

Total government spending will be reduced next year to Fl 198.7bn (\$110.3bn) from a projected Fl 207.1bn in 1994. Slower economic growth will cause state revenues to drop even more sharply to Fl 178.1bn from Fl 195.7bn this year. The government expects inflation to fall to 2 per cent this year, from 3.8 per cent last year, but then to rise to 3 per cent in 1994.

Ekostahl subsidy could hit EC steel plan

By Andrew Baxter in Brussels

THE European Commission's controversial restructuring plan for the steel industry could fail if Germany insists on subsidising new capacity at Ekostahl in eastern Germany, warned Mr Martin Bangemann, EC industry commissioner, in Brussels yesterday.

Mr Bangemann was speaking after a meeting of EC industry ministers in which the future of the east German plant emerged as the key remaining obstacle to a resolution of the subsidies issue - which would clear the way for restructuring to go ahead. Mr Bangemann said the Commission hoped to be able to propose a "reason-

able" solution in the next two to three weeks for Iva, the state-owned Italian producer.

Talks between the Italian government and the Commission had stalled in the summer over capacity cuts at the heavily-indebted steelmaker, but are now making progress. Further high-level talks were held yesterday between the Commission and the Italian delegation to yesterday's meeting.

"We have already found a solution to the Spanish case," said Mr Bangemann, referring to the restructuring plan for the main Basque plants agreed by the Commission, Madrid and the Basque government in recent weeks. "It depends on the attitude of the German

government as to whether we can complete the package."

Industry ministers need to approve settlements of the three main subsidy issues - Iva, Ekostahl and CSI in Spain - before the private sector steelmakers come forward with their own offers of capacity cuts.

The original deadline for achieving this was September 30, but the Commission still hopes that all the subsidy issues can be resolved by November 18, when industry ministers meet again. The list of some 30m tonnes of capacity cuts could then be completed by the end of the year and implemented in 1994.

Mr Karel Van Miert, competition commissioner, said the Commission could not object to new capacity being built at Ekostahl or elsewhere if it was privately financed. But if a majority of the funding came from the state, the Commission would be unable to recommend that industry ministers approve it.

Otherwise, yesterday's meeting made some headway, with all ministers expressing the need for urgency and for real cuts in capacity.

Two smaller state subsidy issues, involving Freital in Germany and Sidemov in Spain, were resolved in principle, but delegations from the UK, the Netherlands, Denmark and France insisted they should

not be approved finally until all subsidy issues were settled.

• The European Commission said it had opened an inquiry into a planned venture between Germany's Mannesmann, Veltins, a unit of France's Vallourec, and Dalmia, a subsidiary of Italy's state steelmaker Iva, to see whether competition in the market would be badly damaged by the alliance, Reuter reports from Brussels.

• German steelmakers yesterday said they would appeal in the US Court of International Trade against the US government's decision to impose stiff dumping duties on steel products from 19 countries, writes Ariane Genillard in Bonn.

bilateral aviation agreement which expires at the end of next month. It would follow the example of France which has already abrogated its aviation agreement with the US.

Germany, like France, has complained that US airlines have had an unfair advantage over their national carriers because old bilateral accords have given US carriers virtually unbridled access to their markets without similar access for their airlines in the US.

Lufthansa has suffered a drastic loss of market share on north Atlantic routes since 1993 when US carriers started intensifying their drive into the German market. The German airline has seen its market share drop from 40 per cent to barely 25 per cent during this period.

Lufthansa urgently needs to

hansa on a more competitive footing against British Airways, which has an equity partnership and code-sharing arrangements with KLM.

The German government is seeking two important concessions from the US including a three-year freeze on capacity on North Atlantic routes and agreement to allow Lufthansa to enter a code-sharing partnership with United Airlines.

Code-sharing, a marketing arrangement between two airlines, allows them to use each other's identification codes in computer reservation systems. This would allow Lufthansa to book passengers to far more US destinations and to turn off the same advantage to United in Germany.

Lufthansa urgently needs to

improve its yield on transatlantic routes which account for about 20 per cent of its overall business and contributed significantly to an operating loss of DM482m (£186m) in the first five months of this year.

The German government is seeking two important concessions from the US including a three-year freeze on capacity on North Atlantic routes and agreement to allow Lufthansa to enter a code-sharing partnership with United Airlines.

This has been opposed so far not only by Lufthansa but also by another US carrier, Delta, which has invested heavily in developing a hub at Frankfurt by acquiring the German business of the now defunct Pan American Airways.

It would also place Luft-

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Moslems say sea access agreed

By Gillian Tett

BOSNIAN Moslem leaders yesterday said that they had reached an agreement with Croat leaders on the crucial question of access to the sea for the Bosnian Moslem republic, potentially clearing one of the main obstacles to a broader peace deal.

Speaking in Zagreb, Mr Haris Silajdic, Bosnian foreign minister, said that the dispute over access to the Adriatic had been resolved during secret talks between Croat, Serb and Bosnian Moslem leaders on a British naval vessel in the Adriatic on Monday.

But in an apparent blow to a rapid agreement, Bosnia's Moslem President Alija Izetbegovic



'We are closer to a solution than at any time in the history of the negotiations'

yesterday said he could not recommend acceptance of the latest peace plan to end the republic's 17-month war.

"I personally am not inclined towards that proposal," he said in Sarajevo.

The Bosnian parliament is due to meet next Monday to consider accepting the peace

Croatian port of Ploce. Although the Moslems have repeatedly demanded that the village of Neum should be their port, on the grounds that this was the sea outlet for the former Bosnian republic, the Croat leadership have resisted this, arguing that Moslem control over Neum would leave the Croat port of Dubrovnik dangerously isolated.

But, after a Franco-German scientific delegation confirmed Neum would be ill-suited for a deep water port, pressure mounted on Mr Izetbegovic to accept an alternative solution.

Meanwhile, heavy fighting was yesterday reported to be continuing in central Bosnia, in defiance of the latest ceasefire accord. Moslem troops were reported to be advancing on Croat-held areas in the central Bosnian town of Vitez, and on Mostar, further south.

And in a grim omen for the coming winter, ten people were yesterday reported to have died of starvation in the central Bosnian town of Zenica, where some 150,000 Moslems have been increasingly isolated by recent fighting between Moslem and Croat forces.

Mr Ray Wilkinson, of the UN High Commission for Refugees in Sarajevo said fighting between Moslem and Croat forces had left the UNHCR able to deliver only 13 per cent of estimated food needs to Zenica's population.



Victims of last week's massacre in the Bosnian Croat village of Uzdol, blamed on Bosnian army police, are buried in Prozor

Poor prospects seen for incomes in east Europe

By Gillian Tett

IT will take 35 years for eastern European incomes to reach even half the level of average western incomes under current predictions for economic growth, Mr John Flemming, the chief economist at the European Bank for Reconstruction and Development, said yesterday.

His sober prediction came as the EBRD issued its annual economic outlook, which examines the pace of economic reform in eastern Europe, four years after the collapse of Berlin Wall.

With the economic fortunes of east European countries varying enormously, the bank refrains from prescribing a single solution for transition to market economies.

But with all east European countries experiencing a contraction in their economies in the past three years, ranging from a fall in GDP of 19.4 per cent in Georgia to 3.1 per cent in Belarus, the report warns that overall recovery may be slower than previously hoped.

Although most economists agree that growth will resume in 1994, predictions vary wildly, Mr Flemming said.

Ukraine, which some economists believe will see its GDP

collapse by a further 10 per cent next year, represents the gloomiest end of the spectrum. More optimistically, the Czech Republic, Poland and Hungary are predicted to have growth rates of around 4 per cent.

But since the economies of the OECD countries are forecast to grow by 2 per cent, even 4 per cent growth in eastern Europe will not allow the region to catch up with western Europe for many decades, Mr Flemming added.

"What is needed to close the gap is the growth we have seen in the Pacific rim," said Mr Flemming, citing China's economic growth rate of 10 per cent, "but no one is predicting that type of growth in eastern Europe."

Little fall is predicted in inflation levels, which run from the low "teens" in the "success stories" such as Poland to 1,000 per cent in Russia.

As a result, the report suggests the punitive high levels of effective marginal labour and capital tax rates create "dismal prospects for private investment... that have not been widely appreciated."

The Annual Economic Outlook from the EBRD Economic Review, One Exchange Square, London, EC2A 2ER.

Poland may get left-of-centre government

By Anthony Robinson and Christopher Bobinski in Warsaw

THE prospect of a left-of-centre coalition government in Poland increased yesterday after the Democratic Union (UD), the mainstream Solidarity party, said it would not join a coalition with either of the two victorious parties with their roots in the communist past.

The UD leadership said it was the duty of the two parties that won the election, the Left Democratic Alliance (SLD) and the Polish Peasant party (PSL), to form a government. "These parties have aroused social expectations which cannot be fulfilled, and we don't intend to join such a government," it said.

In response Mr Alexander Kwasniewski, the SLD leader, giving his first post-victory press conference, yesterday concluded: "This means we will have to start talks with the PSL and the Union of Labour (UP) on the possibility of forming a coalition with them."

The UP, led by Mr Ryszard Bugaj, won 7 per cent of the votes and around 42 seats, and although left-wing on many social issues, is deeply anti-communist and unlikely to agree to an alliance which includes the SLD.

The SLD, with over 20 per cent of the vote and around 173

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Ski resort bristles with Serb menace

Laura Silber visits a Bosnian stronghold

THE people of Pale in Bosnia can tell you how Serbs and Moslems lived alongside each other in peace before war began in April last year. They remember those times, but now they speak the language of war - of military victory and of their contempt for their Moslem adversaries.

Pale, the Serb mountain stronghold just 10 miles above the besieged Bosnian capital of Sarajevo, was once a prosperous ski resort, hosting the 1984 Winter Olympics. Now it is overrun with soldiers and refugees, and is the makeshift headquarters of the self-styled Bosnian Serb state.

Every home is surrounded by stacks of wood in preparation for the harsh Bosnian winter, as townspeople tend their gardens. Flocks of sheep wander through the village streets crowded with men in khaki uniforms.

Serb artillery guns are positioned just outside the town nestled in picturesque mountain peaks dotted with wooden chalets and fields filled with livestock.

"The only solution is to defeat the Moslems militarily,"

said 40-year-old Mrs Biljana Rajic, a hairdresser, showing no trace of regret as she speaks of her former countrymen.

Many of the townspeople show impatience and contempt for their Moslem adversaries.

They blame the Moslems for the 18 months of destruction and war. They name Mr Alija Izetbegovic, Bosnia's president, as the main obstacle to peace.

A Bosnian Serb soldier, Marko Subotic, remained defiant: "We are not going to make new territorial concessions that Izetbegovic is seeking. He is only trying to stop the peace process by demanding access to the Adriatic or more land."

Some accuse Mr Izetbegovic

of orchestrating a further exodus of refugees.

Mr Rakovic, senior adviser to the Bosnian Serb state, remained optimistic the plan would soon be endorsed.

Although he admitted the partition might unleash a further exodus of refugees, Mr Rakovic said: "If there is a successful settlement here, I don't see any possibility of the war spreading."

Although he called Mr Izetbegovic the main "loser", he dismissed Bosnian objections that, under the peace plan, their landlocked republic would be doomed, wedged between hostile Serb and Croat states.

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NEWS: INTERNATIONAL

Muted welcome for interest rate cut

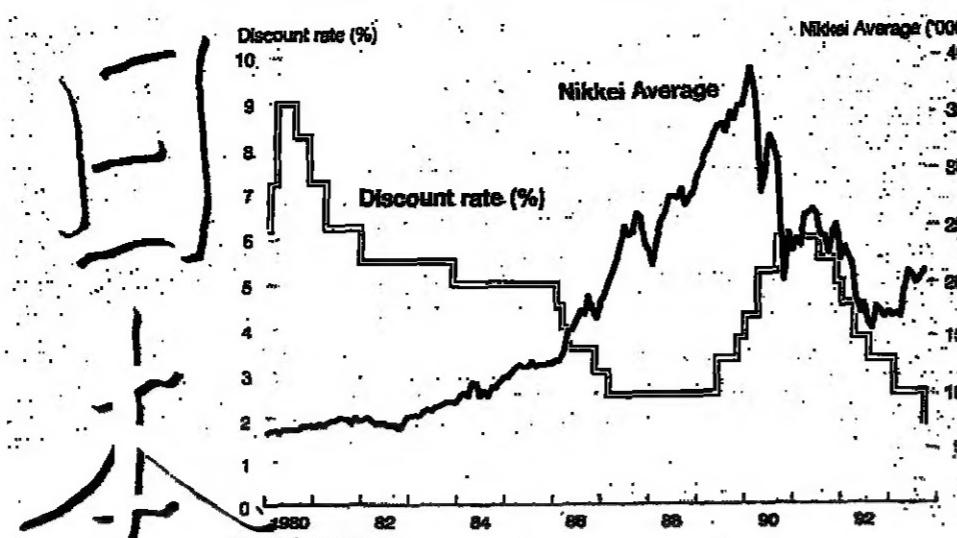
By William Dawkins in Tokyo

JAPANESE business leaders gave a muted welcome to yesterday's three-quarter percentage point cut in official interest rates.

The cut, the seventh since early 1991, brings the Bank of Japan's official discount rate from 2.5 per cent to a new low of 1.75 per cent, a quarter of a point below what the markets had been expecting. It follows last week's Y1.150m (23.7bn) package of government spending.

Mr Yasushi Mieno, central bank governor, said he saw no sign of a recovery in domestic demand, but the rate cut should help return the economy to a "non-inflationary sustainable growth track". Senior industrialists welcomed the cut but doubted whether it would be enough to revive the economy and repeated calls for income tax cuts.

The coalition government is divided on income tax reductions, which are being studied by an official panel as part of a general reform of the tax system. The administration plans to consider a fiscal stimulus



only if the economy remains stagnant by the end of the year.

The Keidanren, the economic federation and leading mouthpiece for the business community, would evaluate the rate cut, said Mr Gaiishi Hiraiwa, its chairman. The move showed the bank realised the economy was in a worse state than it at first thought, he said.

Officials from the steel, elec-

trical machinery and precision instrument industries added that they could only increase capital investment if they government took steps to stimulate personal consumption.

Household spending fell for the third month running in July, because of cool weather and a decrease in summer bonuses, said the Management and Co-ordination Agency.

Mr Takeshi Nagano, chairman of the Nikkeiken employers' organisation, said he was unsatisfied with the size of the cut; there was room for more. The Japan Automobile Manufacturers' Association agreed: it warned that an interest rate cut alone was not enough to stave off fears of a double-dip recession.

Share and bond prices rose slightly as a result of the move, with the Nikkei index up 200.62 points to 20,466.55.

"Until the 1980s," Mr Major said at a dinner with Mr Morihiro Hosokawa, Japan's prime minister, "we in Britain were frightened of your surging economic might". Now he said, the old barriers were down.

At times, Mr Major's enthusiasm for things Japanese exceeded that of his hosts. He suggested, for example, that Japan could become a permanent member of an expanded United Nations Security Council as soon as it wished.

The suggestion reflected Britain's increasing sympathy for Japanese international aspirations. Perhaps it was not Mr Major's fault that it was delivered at the very time that Japan is toning down its campaign for security council membership because of domestic opposition by pacifists.

The Japanese were pleased, too, by the British party's enthusiasm for inward investment and the prime minister's rejection of managed trade as a solution to the £5bn trade gap between the two countries. Mr Major's message that multilateral trade is "good for everyone" was welcomed by Japan, as was his trenchant criticism of Washington's position on sectoral trading targets in US-Japan framework talks taking place in Hawaii.

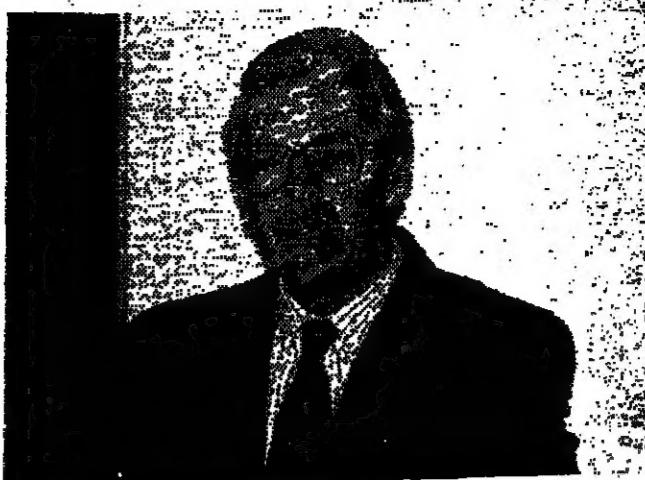
Mr Major was also given private assurances by Mr Hosokawa that Japan will seek to assist completion of the Uruguay round of Gatt negotiations in spite of the domestic political difficulties in liberalising its closed rice market.

Part of the presentation problem faced by the British party was that there were no attention-grabbing contracts to be announced in contrast to Mr Major's last such trip, to India. Nevertheless, the trade element of the visit was judged more of a success than the much larger trade mission to Japan led last year by then US President George Bush, which was widely regarded as too large and overly aggressive.

For example, Rolls-Royce, which powers most of Japan's maritime self-defence force, said the trip had provided a

Major stresses Asian priority for Britain

Kevin Brown on Britain's role as 'best friend'



John Major speaking at a Tokyo trade symposium yesterday

useful opportunity to lobby for an order worth up to £1.2bn over 20 years to supply engines for Boeing 777 aircraft.

There were also signs of movement on improved access to the Japanese market for Britain's insurance, financial services and legal sectors.

Guinness, the drinks group, said it hoped the trip would increase pressure on Japan to honour its Gatt commitment to pursue excise duties on domestic and imported spirits.

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Mr Major did not say so, but businessmen and officials travelling with his party left little doubt Britain's objective is to cement its position as Japan's "best friend" in the Community - a role that Tokyo appears content for London to play.

Mr Major left open the details of how Britain's putative closer relationship with the rest of Asia will work, limiting himself to an offer to use British security council membership, military expertise and "experience of conflict resolution" to assist Asian friends.

Fittingly, however, for the leader of a country emerging from a serious recession, Mr Major's objectives appear to be largely trade-related.

"Already in the Asia-Pacific, Britain is the largest European investor, the largest European exporter of invisibles, and the second largest European exporter of goods. We shall do better," he said.

Japan to ask US to curb budget deficit

By William Dawkins

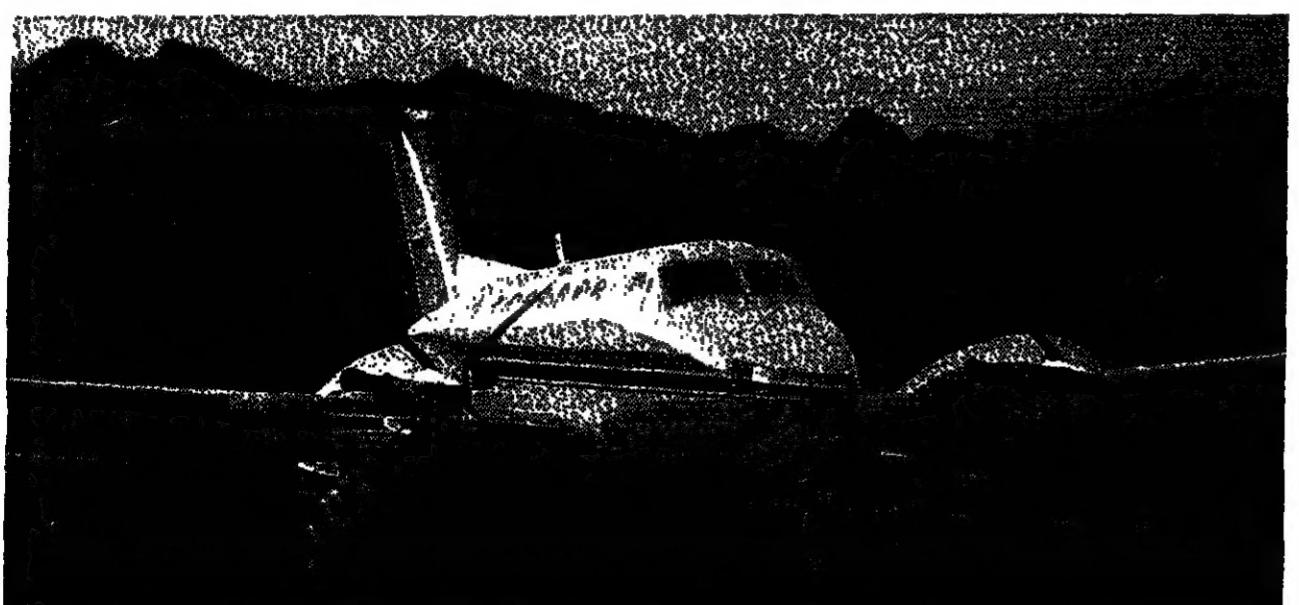
MR MORIHIRO HOSOKAWA, Japan's prime minister, plans to ask the US to curb its budget deficit and improve industrial competitiveness when he meets President Bill Clinton next Monday.

He told parliament in a pol-

icy speech yesterday: "Our country will strive to achieve non-inflationary economic growth based on domestic demand and improve access to its markets. At the same time, [Japan] will ask the US to cut its budget deficit and boost its international competitive edge."

Mr Hosokawa will meet the US president for their first summit after addressing the United Nations general assembly in New York. This will be scrutinised closely by the Japanese public as the first test of the new prime minister's statesmanship and his ability to stand up to the US.

His speech, Mr Hosokawa's



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2. THE DOCUMENTS OF THE INVITATION FOR TENDER may be obtained from BACE, at 16 Great James Street, London WC1N 3DP, Tel. 071-405 5062, as of 14.00hrs of 23rd September, 1993, for a non-refundable fee of £50.00.
3. THE TENDER DOCUMENTS are to be submitted to the PROCUREMENT COMMISSION, at BACE, at the address stated in item 2, in sealed envelopes by 15.00hrs, London time, of 25th October 1993.
4. The International Invitation for Tender and the awards resulting therefrom will be governed by the Brazilian Law No. 8,666 of 21.06.93.
5. The envelopes containing the PROPOSALS shall be opened at 15.00hrs of 8th November 1993 and the results of the winner will occur at 15.00hrs of 12th November 1993, at the offices of BACE.
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NEWS: INTERNATIONAL

Rabin faces MPs' vote of confidence

By Julian Ozanne in Jerusalem

MR Yitzhak Rabin, Israel's prime minister, yesterday turned a parliamentary debate on the historic Israeli-Palestinian peace accord into a vote of confidence in his government.

Facing desertion by a ultra-orthodox religious coalition partner which is demanding a referendum on the peace accord, he sought to rally parliamentary support at the opening of a stormy two-day debate. A vote on the agreement is due tonight and is expected to give Mr Rabin a wafer-thin majority.

"After 100 years of violence and terror, after wars and suffering there is today a great prospect for a new chapter in the history of the state of Israel," Mr Rabin told parliamentarians in a speech constantly interrupted by heckling. "I call on you to give us a chance to exploit this great opportunity. Let the sun rise."

Mr Benjamin Netanyahu, leader of the opposition Likud party, said the prime minister had thrown away the security of Israelis and called for new elections. Demonstrators opposed to the peace agreement gathered outside the Knesset (parliament).

\$7bn-\$12bn bill for Gaza, West Bank

By Frances Williams in Geneva

BETWEEN \$7bn and \$12bn will be needed in external resources over the next 10 years to rehabilitate the economies of the Gaza Strip and the West Bank, according to preliminary estimates by the United Nations Conference on Trade and Development.

Among the priority needs of the area identified by Unctad are immediate action to revive activity in the Gaza Strip, where half the workforce is unemployed, as well as extensive investment in infrastructure, health and education, an overhaul of the tax and finance

systems and establishment of an efficient and effective public administration.

Unctad's estimates of the cost of reviving the Palestinian economy, in a report yesterday to its executive board, range from \$3bn to \$7bn for Gaza alone, depending on how many Palestinians might return to the area, and another \$4bn to \$5bn for the West Bank.

This is far more than World Bank estimates of at least \$3bn over 10 years for both areas combined.

The US has called an international conference early next month on financial help for Gaza and the West Bank.

NEWS IN BRIEF

Olympic revenue to increase to \$2.5bn

TOTAL REVENUES to the Olympic movement, from the sale of television rights and sponsorships, were \$1.9bn (£1.25bn) in 1988-92 and projections for the next four years, which cover the Lillehammer and Atlanta Games, show an increase to nearly \$2.5bn, the International Olympic Committee said yesterday in disclosing details of its financial standing for the first time, writes Keith Wheatley in Monte Carlo.

The Lausanne-based IOC has assets of \$125m and received an average annual income for its own use of \$35m over the latest period.

In its first-ever annual report Mr Francois Carrard, chief executive, says that under 7 per cent of gross income is retained by the IOC to fund administration. The remainder is distributed to Games organising committees, national Olympic committees and individual sports federations.

Yesterday the IOC, meeting in Monaco where it will choose the site of the 2000 Games, agreed to establish an independent Olympic Foundation. Lausanne's Olympic Museum, opened in June, and other assets worth an aggregate \$74m will be transferred to the foundation by the end of this year.

HK appoints chief secretary

The Hong Kong government yesterday designated Mrs Anson Chan as the territory's next chief secretary. She is the first local appointment to the administration's most senior position, writes Simon Davies in Hong Kong.

The appointment will allay some concerns over the government's commitment to introducing more Hong Kong Chinese into the upper echelons of its administration and civil service.

There had been an upsurge over moves to allow expatriate civil servants to extend contracts by switching to local terms.

She will replace Sir David Ford in November. He was chief secretary for six and a half years, and will become commissioner in the Hong Kong government's office in London. Mrs Chan was born in Shanghai but has spent most of her life in Hong Kong and has worked within the government since 1982. Mr Chris Patten, the governor, yesterday described her as "a real fighter for the livelihood and interests of Hong Kong".

Australia considers rate rise

The Reserve Bank of Australia would be willing to consider an increase in interest rates to protect the country's currency, Mr Bernie Fraser, the central bank's governor, said yesterday, writes Nikki Tait in Sydney.

Mr Fraser also said that he believed that official interest rates might have been cut for the last time. The environment for monetary policy in Australia was changing, he told an investment conference in Tokyo, with economic activity picking up and the exchange rate lower. "All this suggests the long phase of reductions in short-term interest rates is coming to an end", he concluded. Mr Fraser's remarks come after several weeks of battering for the Australian dollar, during which the Bank has intervened to support the currency.

UN troops killed in Somalia

Three Pakistani United Nations peacekeepers were burned to death when Somali militiamen blew up their armoured vehicle during a dawn battle in Mogadishu yesterday. Reuters reports from Mogadishu.

Hours later, helicopter-borne US commandos captured Mr Osman Hassan Ali, main financial backer of General Mohamed Farah Aideed, the fugitive warlord, in what the UN termed a "significant milestone" in its operations.

A total of 53 peacekeepers - 31 of them Pakistanis - have been killed in 16 weeks of guerrilla war with Gen Aideed's followers.



Prime Minister Yitzhak Rabin (right) yawns as he and Foreign Minister Shimon Peres listen to opposition speakers yesterday

New constitution for Cambodia

CAMBODIA'S parliament yesterday adopted a new democratic constitution, signalling the imminent end of the \$2bn (£1.2bn) United Nations peacekeeping mandate in the country and the return to the throne of Prince Norodom Sihanouk.

The 70-year-old Prince Sihanouk is expected to fly to Cambodia from his home in Beijing tomorrow to promulgate the constitution. He will become king for the first time since he abdicated to enter politics in 1955, and will then appoint the leaders of the new government.

"This is a great success for the Cambodian people and the international community," said Prince Ranariddh, Prince Sihanouk's son, after the parliament voted by 113 to five, with two abstentions, in favour of the constitution.

Prince Ranariddh's royalist party Funcinpec won the largest number of seats in parliament in the UN-organised elections in May, and he will be the senior of two prime ministers in the new government.

Many Cambodians, however, remain apprehensive about the future after more than two decades of civil war. Not all of them are happy to see the soldiers and officials of the UN Transitional Authority in Cambodia (Untac) packing their bags ahead of the departure of the last UN contingents in mid-November.

As the constitution was being debated last week, Cambodian human rights activists, western diplomats and Untac officials expressed concern about whether human rights in general and the rights of racial minorities in particular would in practice be safeguarded, and whether it would be possible to create an independent judiciary. Untac is holding four

former CPP prime minister, has agreed to be junior prime minister under Prince Ranariddh in the new government.

But CPP hardliners, who are powerful in the provinces and the security services, are unhappy about their loss of influence since the election. Under the old CPP one-party government, there was little distinction between the prop-

from a communist to a market economy, and with the World Bank for a further \$85m. The finance minister said. Multilateral and bilateral lenders and donors have pledged a total of \$1bn in aid to Cambodia since mid-1992.

Perhaps the best news for the Cambodian government is the recent weakening of the Khmer Rouge guerrilla army, which boycotted the election but is nevertheless demanding a share of power. Government officials say about 1,300 Khmer Rouge frontline troops, or a tenth of the organisation's fighting force, have defected in recent weeks after a government offensive in which the CPP-dominated army was aided by Funcinpec soldiers - who were once allies of the Khmer Rouge.

Defectors have given Cambodian and Untac officials valuable information about Khmer Rouge strategy and damning evidence of Thailand's support for the Khmer Rouge in violation of the 1991 Paris peace accords which created Untac and provided for the election.

For Mr Pol Pot, the reclusive Khmer Rouge leader, few television images can have been more galling than that of Prince Ranariddh, his former ally, and Mr Hun Sen, his former enemy, walking together out of parliament yesterday to form a national government in which he has no part.

Victor Mallet on the move which signals the departure of the UN

prisoners accused of murder and torture and the interim government has so far refused to take them over and put them on trial.

There are also fears that Prince Sihanouk will be unable to resist involvement in politics, although he is supposed to be a figurehead according to the constitutional monarchy adopted yesterday, and although he says he may have prostate cancer.

Another concern is that Funcinpec and the Cambodian People's party (CPP), the former ruling communist party installed by Vietnam in 1979, will find it difficult to remain in a coalition government.

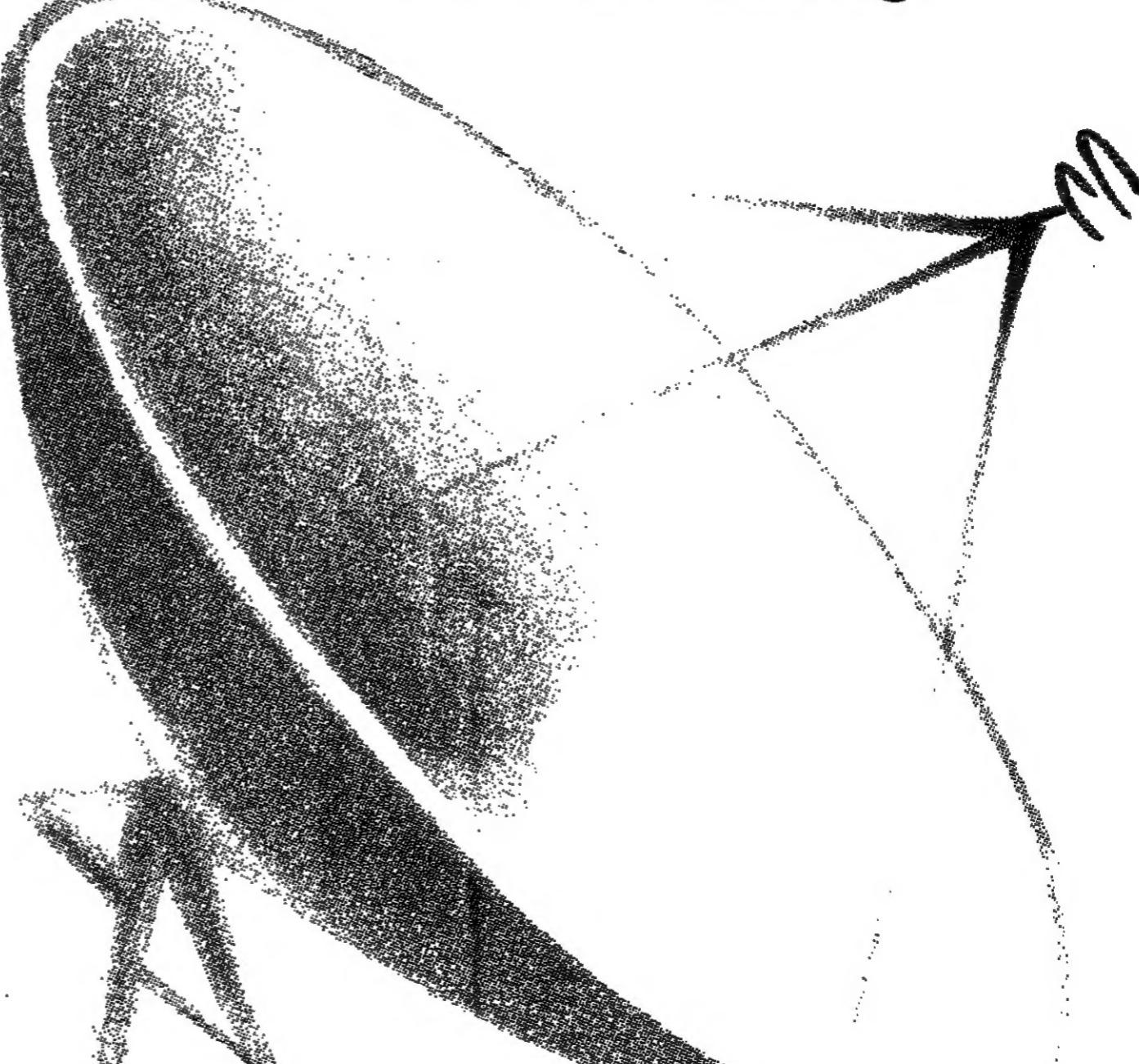
The interim coalition appears to be working fairly smoothly at the ministerial level in the capital Phnom Penh, and Mr Hun Sen, the for-

merly, Cambodian army and police officers.

Such lawlessness may spread: Untac, after three months of payments costing \$13m, will now stop funding the salaries of some 140,000 soldiers and police.

Meanwhile, Cambodia is expected to reach agreement with the International Monetary Fund for a \$9m short-term loan to help the transformation

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NEWS: THE AMERICAS

Clinton strategy sees expansion of market democracies

US outlines blueprint for foreign policy

By George Graham
In Washington

THE Clinton administration is proposing a new US foreign policy strategy of "enlargement", to replace the containment doctrine of the cold war years.

Mr Anthony Lake, President Bill Clinton's national security adviser, yesterday drew a blueprint of the strategy to expand the reach of democracy and market economics.

"During the cold war even children understood America's security mission; as they looked at those maps on their schoolroom walls they knew we were trying to contain the creeping expansionism of that big red blob," Mr Lake said in a speech at the School of Advanced International Studies of Johns Hopkins University in Washington.

"Today, at great risk of oversimplification, we might visualise our security mission as promoting the enlargement of the blue areas of market democracies."

Mr Lake's speech is the most elaborate articulation so far of

the Clinton administration's vision of a foreign policy for the post-cold war era.

He argued that while US efforts in Bosnia and Somalia were "important expressions of our overall engagement", they did not by themselves define the broader US strategy.

The US, he said, still supported lifting the arms embargo against Bosnia - a proposal rejected by its European allies - and remained committed to helping implement an acceptable and enforceable peace agreement.

"But while we have clear reasons to engage and persist, they do not oblige other American interests involving Europe and Russia, and they do not justify the extreme costs of taking unilateral responsibility for imposing a solution," Mr Lake said.

Instead, he suggested, the first concern in the US's enlargement strategy should be strengthening the core of market democracies in North America, Europe and Japan.

The US should also seek to foster and consolidate democracy and market economics,

Associated Press
Anthony Lake: spelled out America's post-cold war strategy

particularly in the former Soviet Union and eastern Europe but also in key countries which could influence an entire region, such as South Africa or Nigeria.

Mr Lake said the US must isolate and, if necessary, strike back at the states which com-

Low rates buoy US housing starts

By Michael Prowse
in Washington

HOUSING starts in the US rose 7.8 per cent between July and August, indicating that the lowest mortgage interest rates for 20 years are providing a powerful stimulus.

The increase was larger than analysts expected and took the level of starts to an annual rate of 1.32m, the highest in more than three years.

The figures, published yesterday by the Commerce Department, came as Federal Reserve governors and regional presidents met in Washington to review monetary policy.

The Fed faces conflicting pressures on interest rates.

Some economists are pressing for an early tightening of policy to curb rapid growth of bank reserves and head off a speculative bubble in share and bond prices. Senior administration officials, however, say that interest rates must remain low in order to stimulate economic growth and job creation.

The Fed is not expected to signal an early change in short-term rates, which have stood at 3 per cent (zero after allowing for inflation) for more than a year. However, several senior officials, including Mr Alan Greenspan, the chairman, have indicated real rates are well below "equilibrium" levels.

Housing starts rose in all regions except the north-east. The strongest sector of the market was starts of single-family homes, which rose 11 per cent nationally to an annual rate of 1.18m, the highest in six years.

The surge last month followed disappointing figures earlier this year when bad weather affected building in many regions. For the first eight months starts were up only 3 per cent from the same period last year.

However, building permits - a guide to future construction - rose 16 per cent in the year to August, suggesting continued market buoyancy.

Salinas brushes up Mexico's polls image

PRESIDENT Carlos Salinas, who assumed power under a cloud of allegations of electoral fraud, has made a last effort to dispel criticisms of Mexico's political system and prepare the way for a clean and trouble-free presidential ballot next year.

Last week, at his behest, Congress passed electoral laws that will set the first-ever ceilings on campaign contributions, give independent electoral observers formal status, make the electoral institutes more independent of the government and regulate access to the media by the political parties.

The reforms are the last electoral changes before next August's presidential ballot, in which President Salinas is barred from standing by the constitution. They were passed by overwhelming majorities in both houses of Congress after the government had made last-minute concessions to the conservative National Action party (PAN), which had opposed the laws.

However, the reforms drew fire from the leftist Party of Democratic Revolution (PRD), which has fought for more profound political changes and abstained from voting. The PRD, like many independent observers, charged that the new laws would do little to loosen the Institutional Revolutionary party's 64-year grip on power.

Under the new laws, the supposedly non-partisan Federal Electoral Institute (IFE) remains answerable to the interior ministry and will have

the power to set the limits on campaign spending. Next year, individual contributions to a party will be limited to the equivalent of about \$650,000 (\$422,000) while associations will be allowed to give about five times that amount. Such generous limits will work in favour of the PRI, which has close ties with most of Mexico's wealthy businessmen.

While regulation of access to the media will ensure there is no formal discrimination

Damian Fraser
on attempts to take the controversy out of elections

against the opposition buying advertisements, there is no sign yet that the favourable light in which the government is treated on all television networks will change.

The new owner of Mexico's recently privatised television networks has expressed his admiration for President Salinas. In doing so, he is following the pro-government line that has helped make Televisa, the main television network, one of Mexico's most profitable companies and Latin America's largest media concern.

However, with the PRD opposing the reforms and the PAN in two minds about their merits, it is not certain that the laws will fulfil their function of making Mexico's elections fully credible. While the government has brushed aside the PRD's opposition to the reforms, its candidate in next year's election, Mr Cuauhtémoc Cárdenas, is expected to be the most serious threat to the PRI, as he was in 1988.

Party reprieve for Franco

By Angus Foster in São Paulo

erful faction of the party, led by Mr Luiz Antônio Fleury Filho, São Paulo governor, was losing support in its call for a split with the government.

PMDB leaders decided that leaving the government would highlight the party's own divisions and risked strengthening the hand of its main centre-left rivals, the Brazilian Social Democratic party of finance minister Fernando Henrique Cardoso.

The decision ends the immediate threat of a rupture between the PMDB and President Franco, who angered the party by making appointments without consulting it.

But the party remains torn over whether it should remain with an unpopular government, especially with elections next year, or risk being blamed for triggering instability by leaving the government without a congressional majority.

World Bank 'should step up risk'

By Peter Norman, Economics Editor, in Washington

THE Institute of International Finance, which represents many of the world's large commercial banks, yesterday called on the World Bank and regional development banks to assume bigger risks in support of their lending to private sector investment in the developing world.

Mr Charles Dallara, the IIF's managing director, said the international financing institutions such as the World Bank should revise some of their lending rules to encourage private capital flows.

In a letter to Mr Philippe Maystadt, the Belgian finance minister and recently-elected chairman of the International Monetary Fund's policy-making interim committee, Mr Dallara suggested that the World Bank and regional development banks should think again about their insistence that governments in countries borrowing from them should guarantee all of their loans.

Mr Dallara also suggested that the institutions should provide coverage of a broader definition of political risk in countries such as Russia to attract private capital to large projects. Mr Dallara, who was

pushing on an open door. The International Finance Corporation, a World Bank affiliate which promotes the private sector in developing nations, is expanding its activities with particular emphasis on encouraging private infrastructure investment in emergent market economies.

But it is unlikely that his plea for the international financing institutions to take on greater risk in support of private sector investment will gain rapid support in the IMF or World Bank. Both bodies feel they are running substantial risks already, especially in the former Soviet republics.

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NIGERIA

BY CHIEF E. A. O. SHONEKAN CBE

Ours is a civilian government of national reconciliation seeking to heal the wounds resulting from the annulment of the June 12 Presidential elections in Nigeria. The Interim National Government represents the pragmatic non-violent way by which we put an end to military leadership of our nation given the firm determination of the military to annul the presidential election and the obvious lack of a consensus among the political class in their response.

Our mandate is to rapidly conclude the democratization process in Nigeria within the next six months and restore full blown democracy founded on our well-known traditions of a free press, the rule of law and social justice. In this regard, the popularly elected National Assembly have been given its full powers to make laws. Thus the Interim National Government affords us the opportunity of a befitting rehearsal of the third republic in terms of the interface of the three arms of government, that is, the executive, the legislature and the judiciary.

The immediate revival of the Nigerian economy which had suffered a lull as a result of the political impasse, will form the bedrock of our policy focus.

We are confident that the resilience of the Nigerian economy will ensure we return to the path of growth where equal and unfettered opportunity for all investors in Nigeria is guaranteed. We will not, however, lose sight of the urgent need to implement measures for full economic recovery and reform.

We shall strive to improve the quality of governance, enthrone transparency and accountability in the management of public affairs and carry out a crusade against corruption while we continue to honour all international obligations.

To our friends around the world we call for co-operation and understanding as we accomplish our primary mission of enthroning a viable democracy for Nigeria.

Long live the Federal Republic of Nigeria!

E. A. O. Shonekan

CHIEF E.A.O. SHONEKAN, CBE
HEAD OF STATE AND COMMANDER-IN-CHIEF

“Our mandate is to rapidly conclude the democratization process in Nigeria within the next six months, ... enthrone transparency and accountability in the management of public affairs ...”



Chief E.A.O. Shonekan, CBE

NEWS: WORLD TRADE

French coaxed back into farm trade fold

GATT

FRANCE's long-running campaign to secure a more favourable deal on farm exports in the Gatt world trade talks may have been decided in a brief but explosive encounter in the early hours of yesterday morning. Around midnight, Sir Leon Brittan, the EC's chief negotiator, tore into a proposed Franco-German draft seeking "clarifications" on the US-EC Blair House agreement limiting farm trade exports. Drawing on his skills as a former barrister, Sir Leon coolly picked apart the draft on the grounds that it risked tying his hands in future negotiations with the US.

The intervention provoked a furious reaction from Mr Alain Juppé, French foreign minister. He reminded Sir Leon - a former UK cabinet minister - that he was a mere "official" who would kindly take his orders from the assembled EC ministers in the Gatt trade negotiations.

Around 4am, after more than 12 hours of talks between 35 EC foreign, farm and trade ministers, Sir Leon emerged with a second compromise agreement which he said had cleared the air. "I hope we can now

Gunsmoke has cleared but EC divisions remain, writes Lionel Barber



Sir Leon Brittan: determined his hands should not be tied in US talks

hope to conclude by the December 15 deadline.

The Blair House agreement provides for subsidised farm exports to be cut by 31 per cent in volume over six years; the value to be reduced by 36 per cent; and internal price supports to be trimmed by up to 20 per cent. It was agreed with great difficulty, and only after Mr Ray MacSharry, the EC's chief farm negotiator, had resigned temporarily because of alleged interference from

Mr Jacques Delors, president of the European Commission.

This same question of how far the EC's trade negotiators should be given latitude to strike deals without having their hands tied by the member states was the dominant issue in the Brussels talks.

The conclusions make clear that Sir Leon should be able to retain his room for manoeuvre. It makes no mention of a new negotiating mandate to re-open Blair House; and it

only calls for him to follow the Council's "orientations" in raising with the Americans a number of (largely French) complaints about the contents of Blair House. These include a number of requests:

- An extended peace clause to prevent the US from taking unilateral action against the EC's farm export regime.
- Whether to include food mountains and cereal substitutes as part of the export cuts package.
- A mechanism to ensure that the EC can take advantage of growth in world markets, particularly Asia.

- A "safeguard" clause which would help to protect the EC against surges in cheap food imports.
- So-called "front-loading" which might allow the French and other farm exporters to delay some of the cuts in subsidised exports until some time toward the end of the Blair House target date of 1997.

German, British and Commission officials said yesterday that Sir Leon was under orders to raise these problems with Mr Mickey Kantor, US trade representative, whom he meets on September 27 in Washington; but this did not amount to an instruct a formal renegotiation of Blair House.

"He only has to discuss these matters," said one German official. "If

he does not return with results, he does not have to keep going back and forth to Washington."

This interpretation does not square with Mr Juppé's interpretation. Speaking on French radio yesterday, Mr Juppé said that if Sir Leon returned to the next EC foreign ministers' meeting in Luxembourg empty-handed, "France will not accept the Blair House accord such as it is."

Viewed negatively, the renewed threat of a French veto suggests continuing guerrilla warfare; but a more positive interpretation is that the Brussels compromise offers Paris enough prospect of changes in Blair House to prevent the country slipping into dangerous isolation.

"We kept them in the fold," said one senior EC diplomat. This presumes, of course, that the US will be ready to compromise too, a prospect by no means clear in the light of the weakness of the Clinton presidency and the strength of the US farm lobby. Some EC officials warned yesterday of possible US counter-demands, further dampening prospects of a Gatt deal by December 15.

Early this morning, Sir Leon played down this risk and urged all countries to make additional tariff offers to keep the Gatt talks on the track. It remains a tough sell in the light of the continuing profound divisions within the EC on trade.

NEWS IN BRIEF

German mining rights approved

AN Anglo-American energy consortium is on course to complete one of the largest single investments in eastern Germany after Mr Kurt Blümke, prime minister of Saxony, said he would grant it mining rights, writes Judy Dempsey in Dresden.

The decision to grant the rights for Schleehain, one of the brown coal fields the consortium is buying, clears the way for an investment of more than DM1.5bn (\$920m) in eastern Germany. It also means eastern Germany's highly regulated energy sector will be prised open.

The consortium - comprising PowerGen, the UK-based utilities company, NRG of Minneapolis, and Morrison Knudsen of Idaho - is buying a 44 per cent stake, or the equivalent of 400MW capacity, in a power generating plant at Schkopau, near Halle in the eastern state of Saxony-Anhalt. It is also buying the Mitteldeutsche Braunkohle, or Mibrac, lignite fields straddling the states of Saxony and Saxony-Anhalt.

Thai refinery financing deal

Rayong Refinery has signed \$1.5bn of project financing facilities to fund a hydrocracking refinery to be built in Thailand, writes Tracy Corrigan. The total project cost will be about \$2.4bn (\$1.55bn).

Rayong Refinery is a joint venture owned by the Royal Dutch/Shell group (64 per cent) and the Petroleum Authority of Thailand (36 per cent).

Coca-Cola opens Romanian plants

Coca-Cola has opened three new bottling plants in Romania in a \$31m investment, Virginia Marsh writes from Bucharest.

The company said the opening of the three plants had tripled its capacity in Romania and it now employed 2,500 local staff at its six factories and in distribution.

Japanese car exports fall

Toyota and Nissan, Japanese carmakers, yesterday unveiled steep declines in August export volumes, writes William Dawkins in Tokyo. The drop, 18.1 per cent year-on-year at Toyota and 22.4 per cent at Nissan, reflects increased output at their overseas plants, as they seek to sidestep the impact of the yen's rise on the price competitiveness of vehicles made in Japan.

US sticks defiantly to hard line over pact renegotiation

THE Clinton administration yesterday showed no sign of backing away from an increasingly hard line against reopening the US-EC Blair House farm trade accord, writes Nancy Dunne in Washington.

A spokesman for Mr Mickey Kantor, US trade representative, said any attempt to reopen the pact would be viewed "with grave concern". It was "a painfully wrought

compromise in the first place" and even "clarification" would be unacceptable if it was a cover for renegotiation.

President Bill Clinton said last week at a press conference attended by Mr Carlo Azeglio Ciampi, the Italian prime minister, that the EC "must resist opening this hard-struck bargain". Otherwise it would be "standing in the way of efforts to bring the Uruguay Round to

a rapid and successful conclusion".

Nineteen US farm groups - most of which have been active advisers in the Uruguay Round negotiations - last week asked the president "to make clear to the European Community that the commitments made by both parties at Blair House are not negotiable". They also asked him to press for "a significant expansion"

of market access during the concluding phase of Gatt negotiations.

Ironically, it was Mr Kantor

who first talked about opening

up the Blair House pact,

because he thought US farmers

had got a bad deal. The

farm lobbyists - including

the American Farm Bureau, the

National Association of Wheat

Growers, and the National

Corn Growers - are now

insisting the Blair House

accords "represent minimal

commitments on the part of

the EC to reduce its trade dis-

torting export subsidies,

restrain surplus oilseed pro-

duction and maintain zero-duty

access for non-grain feed

ingredients".

There is increasing bitterness

among US business lobbyists

against the French and a

perception that the US is being

blamed for a December 15 Gatt

deadline, which coincides with

expiry of the US's fast-track

negotiating authority. The

deadline was agreed after

close consultation with US

trading partners and Gatt officials, they say.

One strategist recommended

the US "multilateralise" its

response by calling a meeting

of farm exporting countries in

favour of farm trade liberalisa-

tion. "The US must not allow

itself to be dragged into

another US-EC confrontation,

he said.

Some US farm lobbyists

have noted that the French position is not significantly different from Mr Clinton's strategy to make more acceptable the North American Free Trade Agreement by negotiating labour and environmental side agreements.

Geneva officials see hope for Gatt

By Frances Williams
in Geneva

THE apparent EC decision not to reopen the Blair House deal on farm subsidies with the US was greeted with relief by trade negotiators, who said the way was now clear to complete the Uruguay Round of world trade talks by the end of the Blair House accord.

"On balance, the outcome must be positive for the Round," said one trade diplomat. "The EC has avoided a crisis, and there was no commitment to back down from the Blair House accord."

The farm trade agreement, although it has not yet been extended to all 116 nations taking part in the Round, underpins crucial negotiations taking place in Geneva on opening markets to imported farm goods. These talks are seen as vital to acceptance of the Uruguay Round package by a large

number of agricultural exporting nations, especially in Latin America.

Diplomats discounted threats from Paris that a veto might again be brandished if Washington fails to respond adequately when Sir Leon Brittan, EC trade commissioner, presents French concerns to his US counterpart, Mr Mickey Kantor, next week.

"I think people now have an interest in letting the Geneva negotiations continue," said one, pointing out that some "clarifications and additions" as demanded by the French could well come through the process of "multilateralising" the Blair House agreement.

Elsewhere, negotiators have reported "very good progress" in talks on improving market access for services.

For goods, progress has been slower but countries are "fully engaged".

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NEWS IN BRIEF
German
mining
rights
approved

The American energy
sector is on course to
make investments in eastern
Germany after Mr Kurt Be-
cker, prime minister of
Brandenburg, writes Judy

For a decision to grant it
the right to mine coal fields, one of
which is in Bisingen, the con-
struction of an investment of more
than DM 1 billion (520m) in east-
ern Germany. It also means
that Germany's highly reg-
ulated energy sector will be

more liberalised - compa-
ny of Britain, the UK-based
utility company, NRG of
North America, and Morrison
Energy of Idaho - is buying
the West German state, or the
operator of its generating plant at
Bisingen near Halle in the
state of Saxony.
It is also buying the
company Braunkohle in
the eastern states of Saxony and
Thuringia.

First refinery
financing deal

The refinery has signed
a \$100 million financing
agreement to be built in
the eastern city of Cottbus. The
total project cost
is estimated at \$150 million.
The refinery is a joint
venture of the East
German state oil
and gas company

Coca-Cola opens
Romanian plants

The company has
opened two new
plants in the
country, located in
the cities of Bucharest
and Craiova.

These new
plants will
produce 1.5
million hecto-
litres of soft
drinks per year.
The company
also plans to
open a third
plant in the
near future.

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NEWS: UK

US company seeks share of PC market

By Alan Cane

COMPETITION in Britain's personal computer market, already the fiercest in Europe, has intensified sharply with the arrival of two leading players from the US and mainland Europe.

Plans to take a share of the UK's \$2bn PC market were announced yesterday by Gateway 2000, a large, privately held, US manufacturer based in South Dakota.

Vobis Microcomputer of Germany announced plans to enter the UK last month. Gateway will market its full range of computers through the "direct" channel while Vobis is selling its "highscreen" brand through Dixons, the high street electrical giant.

Direct channel manufacturers use neither retailers nor distributors but advertise their products in newspapers and trade magazines, completing the deal by telephone or mail order. The technique was pioneered by Dell Computer Corporation of the US which has grown in a decade to annual revenues last year of \$2bn. More than 80 per cent of PCs are sold in the UK through the direct channel.

Gateway claims to sell more IBM-compatible PCs through the "direct" channel in the US than any other manufacturer. It has set up an assembly and distribution centre in Dublin, Ireland, from which it intends to attack the UK market before tackling France and Germany.

New electric motor hailed as breakthrough

By Tim Burt in Birmingham

BRITISH SCIENTISTS and component manufacturers yesterday hailed a breakthrough in the design of electrical motors which they claimed could revolutionise power systems in cars and domestic appliances.

Launching a three-year programme to develop the new motors, scientists from the universities of Warwick and Cardiff said the innovation could lead to a 60 per cent reduction in the size of motors needed to power products ranging from

Coast to coast travel entices French tourists

PEOPLE in Kent know it is raining if they cannot see the French coast. If they can see the French coast, they know it is about to rain.

Despite the weather, and what is seen as poor food, 2.5m French residents visited last year, second only to 2.7m north Americans. In 1981, the year of the Gulf War, 2.3m French tourists visited the UK, more than any other nationality.

The bad news is that while the French are coming in increasing numbers, apparently attracted by proximity, history and culture, they tend to be younger than most and spend, on average, half that of their American counterparts.

But there is nothing wrong with catching tourists young. Today, the BTA begins a campaign to persuade even more French visitors to cross the Channel, with the official opening in central Paris of a new UK tourist centre, the Maison de la Grande Bretagne.

The centre will be opened by Mr Peter Brooke, the heritage secretary. The ground floor has video displays and a bookshop. British Rail International has a sales office and a licence to sell airline tickets as well. Other companies with shops in the centre are Edwards & Edwards, the booking agency, Eurotunnel, and the ferry companies Brittany Ferries, P&O and Sealink.

Mr Bruce Taylor, BTA's manager in France, says the centre was set up because 85 per cent of French visitors to the UK make their travel arrangements independently rather than through travel agents. Although the official inauguration is today, the centre has been open since July. It has so far had 20,000 visitors.

Although French tourism to the UK has increased by 76 per cent since 1981, its financial contribution is relatively small. The average French tourist in the UK spent only £28.10 a day last year, compared with average American expenditure of £55.20 a day.

Ministers 'approved export of machine tools to Iraq'

By Jimmy Burns

GOVERNMENT ministers approved the export of machine tools to Iraq which may have been in breach of the government's own publicly declared guidelines, the Scott inquiry heard yesterday.

Mr David Mellor, foreign office minister from June 1987 to July 1988, said that he had supported the exports after receiving a Foreign Office report which excluded intelligence information warning of the exports' potential military application.

He justified the government's decision, taken in early 1988, on the grounds that the export licences referred to contracts entered into before the guidelines were announced to the House of Commons in October 1985.

While accepting the intelligence excluded from the report was important, Mr Mellor refused to blame his officials.

"I don't want to shelter behind the notion that I didn't know all that I ought to know

when I was making a decision," said Mr Mellor.

The minister said the foreign office at the time was facing pressures from other government departments to let the exports through mainly for commercial reasons. "At the Department of Trade and Industry there were a lot of people nipping at the edges [of the guidelines] and there was a minister who didn't believe in them anyway."

Mr Mellor was being questioned about an internal memo sent to him by Mr William Patey, a Foreign Office official who was chairman of the inter-departmental committee responsible for vetting defence exports to Iraq at the time.

Mr Patey told the inquiry in June that advice given by civil servants to ministers on the export of machine tools in January 1988 was "deficient" in that it glossed over the extent to which they might contravene declared policy.

The exports were approved after Whitehall had received intelligence that Iraq was

building up its arms manufacturing capability after signing contracts with Matrix Churchill and other UK British machine tool companies.

In further evidence to the inquiry yesterday, Mr Mellor said that during nine hours of talks he held with President Saddam and his foreign minister Tariq Aziz in Baghdad February 1988, he had not once raised British concerns about defence exports.

The minister said the subject of arms sales was not one "you mess about" with the Iraqis as it might have compromised British intelligence.

Mr Mellor confirmed he had approved a memo in February 1988 naming Jordan as a country "known or suspected" of diverting military supplies to Iraq or Iran.

In written evidence to the inquiry earlier this summer, Mr Mellor said that he could not recall having been made aware of third countries being used as a diversionary route for British defence equipment to Iraq.



David Mellor: "At the Department of Trade and Industry there were a lot of people nipping at the edges [of the guidelines] and there was a minister who didn't believe in them anyway."

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Taste of tap water 'not EC's business'

By Bronwen Maddox

MR TIM YEO, environment minister, yesterday attacked European environment policy when he claimed that there was "growing cynicism among the public" that other European countries would ever be forced to comply with the host of European directives.

His criticism comes two days before the UK government and the water industry will press for a revision of the EC 1980 drinking water directive which would allow countries more discretion in setting down standards.

Speaking in Manchester at an international environmental conference hosted by the government, Mr Yeo said that the "temperature, taste and odour" of drinking water were "not the European Commission's business".

Tomorrow's meeting of government officials in Brussels, organised by Eureau, the association of European water suppliers, is the first attempt to renegotiate the drinking water directive in its 13-year history. Mr Yeo called the directive "a very out of date directive due for revision".

Much of the current £15bn investment programme of the UK water industry is directed towards meeting EC standards on drinking water and sewage treatment.

The UK water services association, representing the 10 large UK water companies, together with Ofwat, the industry regulator, have called for a revision of the standards to help slow the rise in customers' bills.

Mr Yeo acknowledged that other countries - particularly the Netherlands, Germany and

Denmark - may call on Britain to tighten controls on agricultural pesticides. "We may be asked to move on that front," he said.

The Eureau proposals, which are backed by the UK water industry, call for new drinking water standards to:

- Focus on health not "esthetic factors".
- Specify average levels of permitted substances instead of maximum levels to allow some variation.
- Be based on scientific evidence; in particular the World Health Organisation guidelines.

Mr Yeo refused to give a commitment that the UK government would press ahead with removing traces of lead from drinking water in line with new, tighter World Health Organisation guidelines announced last year.

Italian group plans UK factory

By Tony Jackson
in Fabriano, Italy

MERLONI, the Italian producer of domestic appliances and Europe's fourth biggest, plans to build a refrigerator plant in the UK.

Mr Vittorio Merloni, chairman and chief executive, said yesterday the plant would cost a minimum of £15m and would employ between 200 and 250 people. No decision had yet been made on its location.

Mr Merloni said his company aimed to build the plant within the next three to four years. Merloni has approximately 6 per cent of the UK refrigerator market, against a target of 10 per cent of the European white goods market in the next five years.

The company already has 13 per cent of the UK washing machine market, it claimed, all supplied from continental Europe.

Insults fly over Major leadership

By Ivar Owen

THE ROW over Mr John Major's leadership degenerated into a public slanging match yesterday, with critics responding angrily to reports that the prime minister had described four Tory rank-and-file MPs as "barney".

Some MPs, believed to be among those Mr Major was referring to, retorted in kind, suggesting it was not them but the prime minister to whom that adjective could be best applied.

Meanwhile, Mr Michael Portillo, chief treasury secretary, became the latest cabinet heavyweight to call publicly for a halt to the sniping.

"We have to make it very plain to people that it is a nice luxury to be a rebel and to sound off against the government but eventually this government has to govern," he said.

Sir Richard Body, Tory MP, said Mr Major's comments, allegedly made during his official visit to Tokyo, were "rather sad".

He said: "A number of us have been trying to get a message through to him that there is growing disillusionment in the country... but he won't listen."

Sir Richard, who has been tipped as a possible "stalking horse" challenger (prompting a more serious rival to enter the contest later) to Mr Major this autumn, said a number of "very ordinary" Conservative MPs had contacted him since he first raised the leadership issue to tell him that their constituents were saying exactly the same thing.

He said he would be "sorry" if Mr Major did have to face a formal leadership challenge. "But if we are going to carry on like this I fear it will be inevitable."

Britain in brief



London 'best' for business

London is considered the best city in Europe to locate a business, according to a survey of international managers by the Harris Research Centre.

The survey, published by Healey & Baker, chartered surveyors, found London had strengthened its position as a commercial centre. For the first time in the four-year history of the survey, London was considered to offer the most in terms of cost and availability of staff.

Paris maintained its position as the second best city in Europe to locate a business. The third most popular city was Frankfurt, which retained its top position for international transport links, although it has lost ground on staff costs and availability.

Glasgow and Manchester have both slipped one place down the league of the most popular cities, to ranked seventh and ninth respectively. Brussels, which was ranked in fourth place, was considered the most important future political centre.

The survey suggested that Barcelona, Berlin, Lyons and Paris were the best at promoting themselves to international businesses.

A total of 527 senior executives from nine European countries were interviewed for the survey.

Purchases during the period by non-UK groups of securities including government gilts and corporate stocks and bonds totalled £13.82bn.

This was not far short of the £21.39bn figure for the whole of last year and well up on the previous record quarterly number of £8bn seen in late 1987.

● Wages per unit of output across the economy barely changed between the final quarter of last year and the second quarter of this year, underlining the weakness of inflationary pressures.

Course stranger than fiction

Students are being recruited to boldly go where education has never gone before - on Europe's first Masters degree course in science fiction.

Liverpool University will launch its Master of Arts course in science fiction studies next October.

The university library has become the home of the Science Fiction Foundation Collection, launched in 1970 with acclaimed sci-fi author Arthur C Clarke as a patron and boasting 25,000 books and magazines.

Nissan to halve production

Nissan, the Japanese car-maker, is to halve production at its 2900m² car plant at Sunderland in the final two months of the year under the impact of the sharp decline in new car sales in continental Europe.

It is the latest victim of the downturn in European new car demand, which has forced widespread job losses, production cuts and restructuring across the European motor industry.

Nissan said it would move to single shift working for two months from November 8 by eliminating the night shift, in order to cut output from 1,200 to around 600 cars a day.

Jurassic mark-up

British toy retailers were accused of ripping large chunks of cash out of parents with dinosaur-loving offspring.

It was claimed that they were demanding nearly double the prices charged by US retailers for toys linked to the successful film, Jurassic Park.

Mr Nigel Griffiths, Labour's front bench consumer affairs spokesman, is asking Sir Bryan Carsberg, director-general of fair trading, to investigate the price difference between identical goods bought in the UK and the US across a range of products including toys, food and clothing.

According to the Labour party, a Tyrannosaurus Rex toy costing \$9.99 (£6.66) in the US was retailing at £14.99 in Britain or £12.23, excluding value added tax. Velociraptors costing £9.99 (£8.15 excluding VAT) in Britain were selling at £6.99 (£4.68) in the US.

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The £12m reconstruction of the Globe Theatre, Shakespeare's own, has moved a step closer. Globe Trust founder Sam Wanamaker (left) is pictured with actor Julian Glover on the site beside the Thames in London, close to the original theatre site. Two new sections have been completed and the theatre should be finished by next year. Its first season is due in 1995.

MANAGEMENT

Made to measure MBAs

The diversity of the British MBA market will be highlighted today when ScottishPower and the textile group Dawson International announce a new management development programme at Heriot-Watt University Business School, Edinburgh.

Those involved say efforts have been made to design a course which is relevant to the needs of the two companies. The part-time MBA is also structured so that the 39 participants can balance study with the demands of their jobs.

So-called industry-led consortium MBAs are now an established part of the UK management education scene. Other business schools which offer them include Warwick (backed by BP Chemicals), North West Thames Regional Health Authority, National Westminster Bank and British Telecom, the City University, Lancaster and Henley (though the latter finds companies are now more interested in its shorter Diploma of Management course).

Consortium MBAs are popular because they enable project work to be carried out with client companies, as well as reducing the risks to employers of losing their best managers. Concerns expressed are that companies have too much influence over the course content, and that control over entry standards passes from the participating business school.

"In the past many companies have taken a passive view, sponsoring almost anyone who asked to go on a part-time MBA programme," says Ian Hirst, head of Heriot-Watt Business School. "As a result the people who got the training were not the ones who would benefit the company most. However, ScottishPower and Dawson Internationals have been closely involved in designing the programme structure and will be active in maintaining quality and relevance throughout."

Mike Kinski, ScottishPower's human resources director explains: "If we need to compete in the increasingly competitive market place, we need to develop in our managers a wider business understanding, increased commercial awareness, a broader range of knowledge and improved leadership skills."

Tim Dickson

Donald McGarva is a 32-year-old engineer from Scotland who has a job in a factory. He is also a celebrity. The factory is in Numazu in Japan and McGarva, who works shoulder-to-shoulder with Japanese engineers, has a worm's-eye view of working practices that are the envy of the world. Diplomats, and businessmen from east and west consult him. Even John Major, who visited Japan this week, dropped in on him to find out how things look from his angle.

McGarva is one of 10 junior employees at ICL, the UK-based computer company, who have been transferred for a two-year stint to Fujitsu, ICL's Japanese parent. This select group is matched by a similar band of Fujitsu workers who have been plunged into ICL. Both have had their cultural and professional worlds turned upside down in the interests of what is known as corporate "synergy".

When Fujitsu bought 80 per cent of ICL three years ago, it was decided that the European company would continue to run autonomously. Yet in order to make sense of the new relationship, both businesses needed to find a way of extracting some benefit from the other.

The exchange scheme was part of a master plan created by Peter Bonfield, chairman of ICL and Fujitsu's president, Tadashi Sekizawa. The aim was twofold: to spread ideas from one company to another in an informal way and to create a cadre of high fliers with the wherewithal to deal with an international future.

It was recognised from the outset that the plan would only work if the top people were prepared to learn from the trainees. Sekizawa makes sure he knows the E-Mail identity of each trainee and encourages them to send him messages. This in itself was a breakthrough, as Japanese employees no more dream of putting their own views to the president than of taking their clothes off in the office. Yet already the electronic messages are flying eastwards, and are being heeded.

One bold Japanese trainee was astounded to discover that ICL employees volunteered for the exchange scheme, whereas Fujitsu trainees were chosen. The experience of Satoshi Yamamoto was typical: he was told by his boss on his wedding day that he would be leaving for ICL in two months.

The trainees suggested to Sekizawa that employees who put themselves forward were likely to be more motivated. The president took note - somewhat to the alarm of his personnel department - and vacancies on the scheme are now being advertised. Nearly 100 people have applied for 10 positions in the latest batch.

Bonfield, who lunches or dines with his trainees each time he visits Tokyo, has been told in detail about the impressive technology used at Fujitsu. He had also learnt some home truths about the way certain parts of ICL look from the outside. According to McGarva: "It's far from a perfect company. There are some areas that I used to be proud of, but which I now see differently. I can see areas where we can become more international."

The lessons that are emerging from the first wave of exchanges are not what one might expect. Japan has long been regarded as having near mystical management ability. During the past decade,

Lucy Kellaway on a bold exchange programme between computer company ICL and its parent Fujitsu

Sashimi and chips



British companies have copied wholesale Japanese working practices such as Just In Time delivery and Total Quality Management. But to judge from the Fujitsu/ICL experience, some management lessons are starting to flow the other way. "Fujitsu people are eagerly seeking our opinions," says McGarva. "Japanese companies are changing from the inside. Traditions like lifetime employment are starting to change." The Fujitsu employees have found plenty to admire in the way ICL is run. Yamamoto, who works for the personnel department, is amazed at the care with which ICL graduates are picked. By

contrast, the 1,200 or so graduates that are taken on each year by Fujitsu are hired by the yard. He is also impressed by employees' tailor-made career plans. "In ICL, personnel objectives are clearly defined, and that improves motivation. In Japan people are forced into uncomfortable objectives," he says.

Kenji Watanabe is surprised at the degree of respect given to consultants and technical people - which in Japan is reserved for the managers. Kenjiro Serikawa has sampled the British two-to-three week summer holiday, and finds he prefers it to the three to four days he might expect at home. "Here I can relax more," he says.

But will these messages get through? "Many Japanese companies are aware that their style is not a perfect one, and are keen to learn something from overseas," says Watanabe.

These lessons have not been learned without a cost: both sides have suffered severe culture shock. Heidi Hunter, the first woman to be sent to Fujitsu, had a double dose. "The biggest shock was on the morning of the first day to hear the company song on the PA, followed by exercises." As a female engineer, she was regarded as a freak: "For the first six weeks the Japanese didn't know where to pigeon-hole me. To survive you have to have a lot of confidence. You've got to get up and do it."

For Nigel Beane, who has been at Fujitsu for six months and lives in a company flat, the most difficult moment was being woken up at 7.30am on a Sunday morning by the company tannoy and being told it was a lovely day and to take some exercise.

The ICL people came prepared with six months of intensive language and culture training, yet they still felt at sea. But that was six months more than the Fujitsu people had. Although most could already speak (American) English, none had any idea of what to expect from working in the UK. Serikawa found himself on the first day talking to customers in a language that he was uncomfortable with about a computer system he did not know. Watanabe could not understand why British managers found his customary politeness absurd.

All have now acclimatised. Watanabe says he can switch the politeness on and off depending on whether he is talking to British or Japanese colleagues. Hunter is now treated like another engineer. McGarva introduces himself as Fujitsu's Donald McGarva without thinking.

Much as each side has enjoyed its sojourn, there will be compensations to going home. The Japanese trainees are looking forward to a public transport system that works. Beane is looking forward to a lie-in.

Quantum leaps in a dangerous game

Christopher Lorenz on keeping up with the pace of change

Hard on the heels of General Motors, Philips, IBM, Kodak and Volkswagen, Daimler-Benz revealed last week end how deeply it, too, is in the mine.

With disasters at such mega-companies mounting by the month, are commentators right when they argue that the days of the large corporation are numbered? Or is the western business world simply going through an unusually intense phase of its natural cycle of life and death? Either way, what can large companies do to postpone the evil day or - just possibly - avoid it entirely?

These seminal questions towered above a thousand lesser puzzles about corporate strategy and organisation last week in Chicago, where 600 business academics, consultants and executives gathered at this year's annual meeting of the International Strategic Management Society.

It was pure but painful coincidence that several top speakers threw the same statistic at the audience that almost 40 per cent of the companies which comprised the Fortune 500 a decade ago no longer exist. Of the 1970 Fortune list, 60 per cent have gone, either acquired or out of business; the conference was told. And of the 12 companies which comprised the Dow Jones Industrial Index at the turn of the century, only General Electric survives as a giant.

As one senior manager put it: "Very few organisations last the lifetime of an individual and still fewer lead their industry for more than 20 or 30 years."

He was understating the problem.

The average corporate survival rate for large companies a decade ago was only about half as long as the life of a human being, according to a well-publicised study of the time by the Shell oil giant. Yet some companies last well over 75 years.

The phenomenon of rapid corporate decline and fall has two traditional explanations: first, the inability of most companies to "learn" and adapt at least as rapidly as their environment changes; and second, the tendency of companies in certain industries to be disrupted severely by technological innovation.

Since the Shell study was done, the pace of change in the business environment has accelerated on every front: capital and trade barriers have been lowered, industrial competition has become global, technology has cut the cost of breaking into new geographic and product markets, and companies have recognised the benefits of collaboration rather than all-out merger or acquisition.

As a result, many large companies are experiencing unprecedented pressure. Contrary to fashionable wisdom, this is not only coming from smaller, upstart companies taking advantage of the new competitive importance of flexibility, but also from large companies which have been better able than most of their peers to revitalise themselves.

Thus Kodak is reeling partly from Fuji and 3M, Sears from Wal-Mart, and IBM partly from Microsoft and Hewlett-Packard.

In these circumstances, the old "success strategy" of continuously improving one's performance is no longer adequate, the Chicago conference was told by the managing partner of Arthur Andersen Consulting, George Shaeen. Instead, companies in all sectors must focus on becoming "not only better but radically different". They must take quantum leaps in order to reshape their industries.

Roger Stone, the president and chief executive of his family's 87-year-old corrugated packaging company, Stone Container Corporation of Chicago, described how it is now revitalising itself after growing profitably 15-fold in the 1980s to annual sales of \$5.5bn.

The keys to modern corporate "learning" and transformation, said Stone, were: to become even more "customer-driven" and quality-focused; to stimulate innovation throughout the company; to measure corporate and individual performance on every possible dimension; to "manage backwards from the future, rather than short-term"; to simplify structures and processes; and, above all, to foster a process of "creative discontent" within the company.

In his down-to-earth Midwest language, Stone concluded to loud applause that "if you want to be content you should be a dog".

PEOPLE

Sir John Banham to chair Tarmac

After 15 years at the helm, Sir Eric Pountain, the colourful Black Country businessman who led Tarmac through the 1980s, is stepping down as chairman of Britain's biggest housebuilder.

He will be succeeded by Sir John Banham, chairman of the Local Government Commission for England and a former director-general of the CBI.

Sir John, 53, became Tarmac's deputy chairman yesterday and will take over from Sir Eric, just 60, early next year.

Along with Graeme Odgers and Bryan Baker, Sir Eric built Tarmac into one of the best-managed and biggest companies in its field in the early 1980s, having taken over as chief executive in 1979 and become chairman shortly afterwards.

MD for FT

Former Reuter and Financial Times journalist John Makinson is to become managing director of The Financial Times next spring.

He will be responsible for the production, distribution and marketing of the paper worldwide and will report to chief executive David Bell who himself was a journalist on the FT for much of his career.

At the moment, Makinson, who is 38, is one of five partners of Makinson Cowell, an independent consultancy which advises 23 British companies, all with capitalisation larger than £1bn, on their relations with the financial community. One of its clients is Pearson, owner of the FT.

Makinson admits that the transition back to employee

status might be difficult but says "it was just such an exciting opportunity." But, he adds: "I was not looking for a job; I was approached by David Bell."

While at the FT, Makinson was approached about a job with a large company and asked Maurice Saatchi to give him a reference.

Instead, Saatchi appointed him executive vice president of Saatchi & Saatchi's US holding company and he stayed with that company until setting up his own consultancy in 1988. He will probably sell his stake in Makinson Cowell after he has discussed the situation with his partners.

Makinson is a graduate in English and History from Cambridge.

■ Nick Whitney, chief executive of Hoare Govett, is also taking on responsibility for ABN AMRO global equity network; Nick Bannister joins from UBS Securities as deputy chief executive of the network and head of UK equities.

Nigel Hugh-Smith becomes head of global research and Simon Clegg becomes corporate development and planning director.



Charkham's "rigorous" appraisal

"Mr Corporate Governance" Jonathan Charkham, member of the Cadbury Committee, first director of Pro Ned and author of a yet to appear but no doubt worthy book on corporate good practice, has been appointed a non-executive director of CrestaCare, the nursing home group. This is the second such job he has picked up since retiring from being adviser on industry to the governor of the Bank of England in June. The first was with Great Universal Stores, rather larger than CrestaCare.

Indeed, his appointment must be something of a coup for CrestaCare, which has seen its share of governance changes lately with both a new chairman and chief executive in recent months. Current holder of the latter post, Andrew Tasee, who joined in March after ousting John McAllister from the job, says Charkham put CrestaCare before accepting.

He apparently approved Tasee's fixed, three year, £150,000 a year contract. McAllister, who had a three year rolling contract at £100,000 a year, is thought to have received £300,000 compensation. Charkham will chair the audit committee and sit on the remuneration committee.

Charkham, a barrister by training, has also served on the committee of corporate governance in the National Health Service, which will be handy experience at CrestaCare - many of whose patients come from the NHS.

■ Scott Svenson is appointed director in charge of strategic development and corporate finance; he joins from Apax Partners.

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BUSINESS AND THE ENVIRONMENT

Nobody said it was going to be easy. Nobody said it would be cheap. Everybody agreed it was a mess. Cleaning up eastern Germany after 40 years of communist rule and, before that, several decades of rapid industrialisation presents an enormous challenge to the German authorities.

One of the main challenges is healing the damage caused by extensive brown coal (lignite) mining. Vast areas of landscape were scarred by opencast mining and the air polluted as the fuel was burned in power plants.

Until 1990, lignite mining affected 1,230 sq km or 1.2 per cent of the land area of eastern Germany. These sites, containing a high level of sulphuric acid, were one of the main sources of eastern Germany's high levels of water and air pollution.

The enormous range of measures needed to clean up the mess left by mining and other economic activities in eastern Germany was summed up in the basic targets set out by Germany's environment ministry in November 1990, a few months after unification. The paper listed tasks that required immediate action:

- Construction or modernisation of 35 municipal and 24 industrial waste treatment plants in the Elbe region; and construction of 27 sewage treatment plants near the Baltic Sea and the Oder and Neisse rivers;
- Construction of 6,200 km of new sewers and modernisation of 5,000 km of old sewers;
- Modernisation of 278 outdated plants - including 10 lignite burning power stations - 142 industrial power stations and 128 heating plants;
- Establishment of 10 hazardous waste treatment sites;
- Construction of five thermal units for the treatment of contaminated soils.

The extent of these plans shows how damaging an impact industrial, water and air pollution had on the country as a result of the neglect of the infrastructure.

Over the years, chemical plants were located around some of the opencast mines in what are now the states of Brandenburg, Saxony and Saxony-Anhalt. The brown coal could then be transported quickly and easily to industry, which could in turn dump its waste in exhausted pits or huge landfills.

In the process of extracting the brown coal, the engineers strip-mined. The idea was to pump water out of the soil in order to get at the lignite. The problem was that once the mines were exhausted, the unchecked water levels rose. As this happened, the water soaked through layers of sulphuric acid or through waste dumped by local industry. Once the water reached

Years of mining lignite have left eastern Germany with a severe pollution problem, says Judy Dempsey

Cleaning up after the Party



The authorities face the challenge of reclaiming and cultivating the land around the closed-out lignite mines after they close

the surface, it flowed into the rivers, streams and often the domestic water supplies.

The task now facing the states and the federal government is how to close down some of the obsolescent lignite mines with the aim of making the surrounding land fit again for cultivation. Both parties, and the Treuhand, the agency charged with privatising and restructuring east German industry, have embarked on a long-term policy which will lead to land reclamation, as well as short-term job creation. As ever, the problem lies in the cost.

In March, the federal government and the Treuhand put together a financial package to tackle these issues. The government will provide 60 per cent and the states 40 per cent of the cost of cleaning up "local levels of contamination" or cases which do not endanger life. For the more difficult and often hazardous projects, such as cleaning up the brown coal and chemical sectors, the government will provide 75 per cent of the cost and the states 25 per cent. The total cost, spread

over five years, will be at least DM15bn (£8bn).

Yet, now that some of the financing has been arranged, Heiner Bonnenberg, one of the Treuhand's main experts on reclamation, says the costs for cleaning up eastern Germany are not as high as first estimated. In fact, he believes they

'We could not ask the investor to pick up the environmental liabilities. At that rate, nothing would be privatised'

were often distorted, partly so that investors, or their consultants, could exaggerate the environmental hazards in order to beat down the Treuhand's selling price.

"Of course, we could not ask the investor to pick up the environmental liabilities. At that rate, nothing would be privatised," he says. Yet he and his colleagues believe that

unrealistically high costs of environmental liabilities were built into the balance sheets.

To prove his point, Bonnenberg says the Treuhand had been allocated DM260m this year for cleaning up industry, excluding brown coal. "We have used only DM200m, partly because the clean-up is not as bad as we thought; and also the states, which initiate the instructions for the clean-up, have not actually asked us to press ahead," he explained.

But it is not as clear-cut as that. On the one hand, the visible effects of environmental damage have sharply decreased throughout eastern Germany as a result of the collapse of its industry, so perhaps the sense of urgency has faded correspondingly among the states.

On the other hand, many states either have difficulties raising their share of the costs for the clean-up or simply do not have the personnel to evaluate the extent of the environmental damage.

However this may be, the states have a political interest in land reclamation. Since many brown coal

fields will soon be shut, the unemployment rate will increase. Before 1990, for instance, the fields of Laubag in Brandenburg, and Mihrag in Saxony-Anhalt, together employed more than 100,000 people. By next year, they will employ fewer than 30,000.

To counter the effects of rising unemployment, the federal government has devised a programme in which former mining employees will be redeployed in job-creation schemes to gradually shut down the mines.

"Closing a mine is not as easy as you think. It is a very expensive undertaking," says Helmut Ballon, one of the senior Treuhand officials responsible for privatising coal. "Germany's Mining Inspectorate, which oversees the running and closure of mines, has very strict regulations for shutting mines. It is in our interests to meet them. We cannot sell the land until we have met all the requirements needed to reclaim or rehabilitate the land," he explained.

Inevitably, the cost of reclamation indirectly impinges on the selling price of mines which will be used for some time yet. Ballon cited the cases of Laubag and Mihrag. "For each tonne of coal these mines sell, we must put some money aside for rehabilitation, otherwise the mines will never be released from their duties by the Mining Inspectorate. Of course, all burdens of rehabilitation will be left with us. If we consider the category of danger to human life, we reckon we will need about DM12bn to cover the worst environmental aspects of rehabilitating the areas surrounding these mines."

During the next five years, the Treuhand will spend DM1.5bn a year to rid the mines of the most dangerous environmental damage. With the co-operation of the states, it will employ 15,000 people on this, albeit on lower incomes.

The scheme has two functions: it will deal as rapidly as possible with the worst dangers that attend mine closures, such as the rise in the level of contaminated water; and it will provide temporary employment of up to three years for each person.

The results of cleaning up contaminated land can be seen in the Ruhr region in western Germany. Once the heartland of Germany's pre- and post-war industry, it has been transformed into a services sector and partial tourist attraction, helped by lakes formed with the water pumped out of the closed mines.

Officials in Leipzig, the capital of the east German state of Saxony, want its surroundings to resemble the Ruhr, once the old mines are closed. There is even talk of Leipzig trying for the Olympic games some time in the next 20 years.

How green is my superstore?

Shopping can be a waste of energy, reports Victoria Griffith

The concept of "environmental architecture" has invaded architectural and development offices around the US, although developers, architects and environmentalists disagree over what the term really means. To some, the concept involves buildings which use recycled materials and contain energy-saving features. To others, it has far more to do with a building's location.

Wal-Mart, one of the largest retail groups in the US, has somehow landed at the centre of the debate. A few months ago, the successful discount chain opened a new store, dubbed the Eco-Mart, in Lawrence, Kansas. The store incorporated a number of innovative ideas, including an air-conditioning system which uses no CFC-based refrigerants, a solar-lit sign at the entrance, an environmental education centre and a community recycling centre. Even the car-park was paved with recycled asphalt.

Not all environmentalists are convinced that the Eco-Mart is a positive trend. Activists in the state of Vermont, for example, are opposing the construction of Wal-Marts on the outskirts of two communities on the grounds that their very presence is anti-environmental.

At the heart of the controversy is environmentalists' fear that the new stores will add to city sprawl and increase Vermonters' dependence on their cars.

"It does no good to call a building 'energy-efficient' if people have to expend a lot of energy to get there," says Gerald Tarrant, the lawyer for the citizens group opposing the construction of the Wal-Mart in the town of Williston.

Some ecologists, however, laud Wal-Mart's decision to build an environmentally sensitive prototype. "We would prefer to see the Wal-Marts located on other sites, but you can't just throw up your hands and say you don't want to work with any groups which locate outside city centres," says Meredith Miller, senior programme manager at the Center for Resource

Management, an environmental group which advised Wal-Mart on the project. "At least it's a step in the right direction. They set an example for other retailers to follow."

The Wal-Mart chain is bearing the brunt of growing frustration at the rapid multiplication of shopping malls in the US.

Environmentalists have been slow to pick up on the issue of sprawl, but they are beginning to realise this is fundamental to the preservation of natural areas," says Stephen Young, Vermont state representative for the National Audubon Society, the environmental advocacy group. "The best friend to the countryside is a strong, dense, city or village centre."

The debate is especially acrimonious because it calls into question the suburban way of life in America. Suburb-to-suburb commuting and shopping is a growing phenomenon. Since most public transport has been planned solely to move people to and from town centres, rather than between suburbs, these communities are forced to rely on automobiles.

Some architects are seeking to change these patterns with new "village-style" designs, which aim to cut down on automobile use. The architectural firm Duany & Plater-Zyberk, for instance, has gained fame for the Florida community of Seaside. The place follows the pattern of a European-style village, where people live, work and shop, with houses fitting tightly around a strong retail centre.

Seaside has proved so popular that the firm has designed 70 similar communities around the country. Duany & Plater-Zyberk says the Seaside model does not intend to solve all the problems of city and suburban sprawl.

However, its popularity highlights the growing concern about excessive car use. With environmentalists stressing the issue, developers, architects, retailers and restaurant chains may all be forced to pay more attention to location when they consider ecologically sensitive constructions.

BUSINESS FIRST

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ARTS

Television/Christopher Dunkley

Secondhand soap loses its froth

As actors grow old they convince themselves that less is more; that the pinnacle of acting is the portrayal of the simpleton. Peter Sellers was, by all accounts, obsessed with the idea of playing the featherbrained gardener in *Being There*, his last major film, and now we hear that Alec Guinness was dead keen to play the part of the mentally damaged Amos in Roy Clarke's "Screen One" drama on BBC1, *A Foreign Field*. At the age of 79 Guinness took on the part of a man with the mind of an eight-year-old, having just five words to say (as we are told); I must have missed most of them and was finally able to try his hand at emulating his hero, Buster Keaton. Of course Keaton was silent of necessity, having become a film star before they invented talkies. It is very different, and surely a little perverse, to revel in the eschewal of language once it is available to you. As you might expect, Guinness was pretty impressive in the role, but it is sentimental and dishonest to pretend that there is something mystically enriching about being a dumb septuagenarian. For the audience watching an actor playing an old man without the aid of dialogue may be a little more interesting than watching a drama school exercise in minimalism with students obliged to "be a table", but not much.

By the time this column appears in print, perhaps Nigel Short will actually have triumphed over Gary Kasparov and won his first game. Let us hope so, for the sake of

Channel 4's *World Chess* series which is becoming more and more embarrassing. Even in the earliest stages, before it began to look ominously like a Kasparov walkover, the programme felt a bit hyped. Though there were only three people in the studio, including the presenter, there seemed to be too many experts, and the desperate desire to talk up a storm resulted too often in a babel of voices. Presenter Carol Vorderman's technique is to ask a girlish question and then just before we get to the point of the answer, butt in with a girlish comment of a new girlish question. Apart from those late night "animal watch" programmes where the presenters try to obscure the tedium of somnolent rodents by pouring out a stream of bushed burbling commentary. *World Chess* is proving just about the most irritating programme on television.

The chip-on-the-shoulder view within the Murdoch mass media empire is that Murdoch television networks and newspapers attract endless sneering because the old English public school establishment is deeply snobbish and turns up its nose at Rupert Murdoch whom it sees as a jumped up colonial with more money than taste.

*

Gosh, the Murdoch adjutants keep telling us, he's a great businessman who never, well hardly ever, interferes with editorial content. He phones up often enough to talk about marketing or the competition, but never dictates leader policy, what more could you ask? You could ask that he did take a bit of interest in the content. How much more admirable and inspiring if, faced with a lack of success at The Times, instead of turning to a marketing mechanism and lopping a third off the cover price, Murdoch were to declare that they would improve the editorial content to such an extent that it would outsell all competitors on merit. How exciting that instead of the Murdoch satellite television channels being hyped so absurdly in the Murdoch press, Mr Murdoch himself were to say "We're one of the world's richest mass media conglomerates, so we'll stop filling our channels with all this secondhand Australian and American rubbish and invest money in the origination of high quality comedy, documentaries, drama, wildlife programmes, music and arts."

*

Not that the satellite is the only place where you find Australian and American

rubbish. Switching off a tape at lunchtime on Monday, I found myself watching *Neighbours* on BBC1: Australian, of course. ITV was simultaneously screening another Australian soap: *Home And Away*. BBC2? An Australian cookery programme, presented by a man of abnormally repellent tone and manner. Meanwhile Channel 4 was showing *Bobobots*, a half-hour American cartoon show. Last week, according to the BARB figures, these four terrestrial channels took 53.4 per cent of the audience with all the satellite and cable channels managing only 6.8 per cent between them. But if the terrestrial channels are going to force us, or their satellite competitors, to choose between secondhand Australian and secondhand American programmes, with not a single home produced programme on the air, it is going to be difficult to defend them against the worst excesses of the market place.

Joe McGann plays a sort of au pair to a shoulder padded businesswoman in an example of the process travelling east, and quite a lot of viewers seem to like it. But, so far, ITV's *Brighton Belles* has been a disaster. It might, perhaps, seem less dreadful to somebody who had never seen *The Golden Girls*, but anybody who became fond of the American original on Channel 4 must surely find this wan English copy desperately difficult to watch. Sheila Gisby, Sheila Hancock, Jean Booh and Wendy Craig are good enough actresses (though it seems ludicrous to ask Booh, who looks about 55, to play the mother of Hancock who looks about 57) but they simply are not the wise-cracking ball breakers for whom the original ideas were created. It is bad enough to rely for laughs on such awkwardly contrived lines as "I'm as jumpy as a virgin in a tent of Boy Scouts", but catastrophic to cap that with the line "That's pretty jumpy". It seems clear from the nervous over-manipulation of the laughter track that the producers are keenly aware of their difficulties.

However, while *The Golden Girls* may have been highly successful in its east-

ward move, the same cannot be said for *CA's American Football*; not so far as this viewer is concerned, anyway. Having previously sampled it, recorded my boredom, and been assured by enthusiasts that it is a splendid spectator sport once you really get into it, I tried again with *The Big Match*. It still looks tediously static, with ground usually being gained at about the speed of a self-advancing pit prop. Moreover the players still look like a lot of strutting cissies with their absurd Tweed-drum padding, and the unceasing Gatling gun commentary is unendurable. Hurling, on the other hand, as brought to us by C4 in *Gaelic Games* seems to be a breathtakingly exciting sport which is wickedly under-reported on television. Perhaps the All-Ireland final between Galway and Kilkenny was an unrepresentatively magnificent match, but it was one of the fastest and most spectacular sporting occasions I have ever seen. There seem to be few rules: you can throw and catch the ball, kick it, run with it, toss it up and whack it with your stick, score goals in the net or points by getting the ball over the uprights above, and the ball moves from one end of the pitch to the other in seconds. Tacking is rough and nobody goes whining to the referee if, as frequently happens, a stick comes down inadvertently upon their head. Hurling makes American football look like something invented for kindergartens: television should bring us much more hurling, and not after midnight.

Ballet music reborn

"Whatever the excellence of his other works, Tchaikovsky never surpassed *The Sleeping Beauty*," So writes Roland John Wiley in his magisterial study of the composer's three ballets.

It is a statement calculated to give pause to devotees of the operas and symphonies, but a study of *Beauty's* music will show with what theatrical power and melodic prodigality Tchaikovsky transformed a genre that had previously been unconsidered and unimportant. With him, and with Delibes and Lalo and Glazunov, music for dancing became glorious in the 19th century. *Beauty's* score, indeed, transcends the theatre, presenting us with a metaphor as potent as classical dancing itself for a formal elegance that is an ideal of noble behaviour. Listening to the music, and watching Petipa's choreography – in a responsible production – we see the apotheosis of 19th century ballet. The fruit of a courtly society attainted upon the absolute monarchy of Tsar Alexander III, paying homage to the earlier absolutism of Louis XIV, *Beauty* is a supreme example of the aristocratic principle in art.

A new issue of the complete *Beauty* comes from the orchestra of the Mariinsky Theatre where the ballet had its first performance in 1890. ("Very nice" was the Tsar's depressing comment to Tchaikovsky at the *répétition générale*, and the composer noted this with five exclamation marks in his diary). The performance is issued by Phillips on 3 CDs: 434 923/45/2, with the curiously named Kirov Orchestra, St. Petersburg conducted by Valery Gergiev. It is an interpretation which must claim our attention: it has a stylistic authority given by players who understand the music's traditions in the theatre of its birth.

The text is complete. Small cuts are fascinatingly opened in Aurora's last act variation, in the entrée of the grand pas de deux, and a significant passage is restored at the end of Act 2, when the spell of sleep has been lifted and the court awakens. This should be imposed upon every production: the usual helter-skelter closing of the scene – "He's kissed her; she's awake; let's get on to the last act, pronto, then we shan't have to pay the orchestra overtime" – is an insult to Tchaikovsky, to Petipa, to the dancers, and the audience. Any truncating of this score, any jiggery-pokery by producers – and there have been truly despicable stagings in recent

Clement Crisp
recommends some new recordings of old favourites

Philips should produce so unworthy a booklet to accompany it. John Warrack's English-language commentary is excellent, but the *Bach* notes have it curious moments, and the illustrations are predictably bad. The cover photograph is a fuzzy shot of two dancers rehearsing, wearing practice dress and ectoplasm, while the CD cover boasts a dull snap of an awkwardly posed danseuse, a negation of everything *Beauty* means in the theatre. Tchaikovsky is shown to us as he was in 1883 (so helpful), and there is an unidentified picture of the Mariinsky Theatre. Nothing relates with any sense to *Beauty*, nor to its traditions.

That it is still known is partly due to Serge Lifar, who made his *Suite en blanc* for the Paris Opera dancers

times – destroy the grace of Tchaikovsky's structure, which is clear to perceive as you listen to the ballet in its entirety, or watch it in the Mariinsky Theatre.

With the Mariinsky orchestra much of the playing is beautiful – the symphonic interludes where the prince journeys to the castle are fine indeed – and there is implicit in every number an understanding of the music's life on stage, in tempo and dramatic feeling. Only the Prince's last act solo is taken at an unsuitable speed. I found Gergiev's handling of the score sympathetic. A few passages are somewhat deliberate – the Vision scene dances short on fantasy – but this is the main a valuable issue.

I do not understand, though, why



Scene from 'Bohemian Lights' in the new stage space at the Gate Theatre

Theatre/Alastair Macaulay

'Bohemian Lights' reopens the Gate

Like many another, I love the Gate Theatre, and my love is mixed with both gratitude and wonder. Gratitude, because no single theatre has done more to extend my ken of world drama. Wonder, because it is tiny and stages its marvels on a string without being able to pay its performers. Imagine, those of you who have not ventured there, what it is to climb upstairs above a Notting Hill pub and to discover a real masterpiece – a masterpiece of which you had not even heard – of modernist/Romantic/baroque/Renaissance drama, vividly performed. Yes, riches in an upper room; blessed poverty.

Now, after some months' closure, it is slightly less pokey. Even the stairs seem wider. The foyer has been enlarged, and is now a handsome deep crimson; and the auditorium (where the stage used to be) has wider rows, seating 132 instead of 50, while the stage (where the audience used to be) is better equipped; and I am told stage and audience areas are reversible. Backstage, technical and box-office facilities are all said to be improved; and air conditioning has been installed. Not all is yet perfect; on press night

offstage noise was more audible than before. But an invaluable theatre has been altogether strengthened.

The Gate keeps extending our range by extending its own. It re-opens with a season of 20th-century world theatre, and first with Ramon Valle-Inclán's 1924 play *Bohemian Lights*. Though plays by Valle-Inclán have been performed in London before, he is still scarcely known here. In Spain, however, a white scarf is draped around his statue in Madrid each year; and he really must be good, because the press release says that Michael Billington calls him "the most pioneering Spanish dramatist of this century". But...

Unfortunately, poor Valle-Inclán (d. 1936) here has been elbowed out of the way by translator David Johnston and designer Richard Hudson – who both seem to insist "I am the ballerina of this show". The play is a grotesque post-Goya vision of the Madrid he knew, torn by civil disturbance, as reimagined by a blind and drunk poet on the last night of his life. Johnston, however, has transferred it firmly into the Ireland of 1915 – as firmly that

the Spanish original could have been like.

I can take (say) *Phèdre* translated into the India of the British Raj, because it is easy to find the more traditional *Phèdre*. Valle-Inclán, by contrast, is a rare bird in this country; and the folk who have just introduced me to his work have made him out to be an alternative James Joyce writing on a highly specific view of Dublin.

Yet the real virtuous turn is Richard Hudson's set, which has neither Madrid nor Dublin on its mind. It has windows within doors, cupboards within doors, doors within doors; it has trapdoors, and a grave; and what it's ceiling does in Act Two nearly gets a round of applause. Its rectangular proscenium area is skewed at an angle of 20 degrees; it has a raised mid-round, and a lower rear area; plus an ascending curtain. It is also covered with handwritten prose which infrequently distracts from the play. Too bad they did not give it a curtain-call of its own: it probably could have done a dance.

The director, the usually exemplary Lawrence Boswell (artistic director of the Gate), must take blame for these two over-clever top-

layers. Nonetheless, he honours Johnston's Irish version, and fleshes it out with a cast of 18. *Bohemian Lights*, when you can concentrate on it (mainly in the final hour), is full of irony about its protagonist: he is a blind man who is all vision, a drunkard who is a poet, a family man who roams the streets. In a final blaze, he talks of distorting the traditional classical vision of Dublin.

But his drunkenness here, and his vision, become so specifically Irish, and the play becomes so much about the troubles of Dublin in 1915 – with Yeats present as a character, and people referring to Parnell and Ulster – that we lose track of Valle-Inclán's intention and get caught up instead in the politics and sociology of Ireland. Most of the acting, led by Tony Rohr and Ray Callaghan as the poet and his crony, is excellent; but much of the speaking is too loud. The intensity of delivery does not lead us into the play, but creates another barrier between it and us.

At the Gate, W.1, until October 23

INTERNATIONAL ARTS GUIDE

■ BONN

Oper Tonight: Valery Panov's production of Prokofiev's ballet *Romeo and Juliet*. Tomorrow and Sun: Marcello Panni conducts Guy Montavon's new production of Der Wildschütz, with a cast including Eva Lind, Thomas Mörz and Monte Jaffe. Sun: Dennis Russell Davies conducts revival of Ken Russell's production of Salomé, with Emily Rawlins. Next Tues: Werther with Francisco Araiza (0228-773657).

■ STUTTGART

In the final week of the Ludwigsburg Festival, Roger Norrington conducts Chamber Orchestra of Europe tomorrow in symphonies by Brahms and Schubert, followed by a jazz/tango programme on Fri and a concert performance of Verdi's Giovanna d'Arco on Sun, with a cast including Renato Bruson (07141-949610). This month's repertory at the Staatstheater is Parsifal, Die

Zauberflöte and La Bohème. The first new production of the season is the world premiere on Oct 3 of Hans Zender's second opera Don Quixote de la Mancha (0711-221795).

■ BORDEAUX

Alain Lombard conducts the Orchestre National Bordeaux Aquitaine in works by Brahms and Rakhmaninov next Tues and Wed at the Palais des Sports, with piano soloist Bruno Leonardo Gelber. The orchestra goes on tour next month to Germany and Austria with the same artists, beginning on Oct 6 in Frankfurt and ending in Vienna on Oct 17 (5648 5854).

■ COLOGNE

Opernhaus Tonight, Sat, next Wed: James Conlon conducts Willy Decker's new production of Yevgeny Onegin, with Adrienne Pieczonka, Boje Skovhus, Kurt Moll and Helga Demesch (in repertory till Oct 16). Fri, Sun: Conlon conducts revival of Lluís Clavé's production of Così fan tutte (0221-221 8400). Philharmonie Tonight: Orlando Quartet plays works by Haydn, Grieg and Beethoven. Tomorrow: Mercedes Sosa and Ensemble. Fri: Heinz Wallberg conducts Cologne Radio Symphony Orchestra in Weber, Chopin and Franck, with piano soloist Nelson Freire. Sat: Charles Dutoit conducts NHK Symphony Orchestra in Schumann, Takemitsu and Bartók, with violin soloist Masafumi Horii. Sun: Leopold Hager conducts Orchestra of Radio

Luxembourg in Beethoven, Chopin and Dvorák, with piano soloist Vassily Dobrovitch. Next Tues: Vassily Lobanov piano recital, Sep 30; Riccardo Muti conducts La Scala Orchestra (0221-2801).

■ COPENHAGEN

Royal Theatre Tonight: Die Zauberflöte. Tomorrow, Fri, next Mon: mixed bill of choreographies by Balanchine, Lanier and Laerkesen. Sat: Drot og Marsk, Danish historical opera (tel 3314 1002 fax 3312 3692).

■ DRESDEN

Semperoper Tonight: Lucia Popp song recital. Tomorrow and Sun: La Bohème. Fri and next Tues: Rakhmaninov opera and ballet evening. Sat: Arabella (0351-482 2731). Kulturpalast Sat and Sun: Jörg-Peter Weigle conducts Dresden Philharmonic Orchestra in works by Barber, Mahler and Bruckner, with mezzo soloist Iris Vermillion (0351-486 6306).

■ DUSSELDORF

Deutsche Oper am Rhein Tomorrow: Gluck's Iphigenie en Aulis. Fri, Sun and Tues: Heinz Spoerli's ballet Giselle. Sat: Rigoletto (0211-8908 211). Duisburg Opera in Weber, Chopin and Franck, with piano soloist Nelson Freire. Sat: Charles Dutoit conducts NHK Symphony Orchestra in Schumann, Takemitsu and Bartók, with violin soloist Masafumi Horii. Sun: Leopold Hager conducts Orchestra of Radio

afternoon and a new production of Arabella opening on Oct 2, with Pamela Coburn in the title role (0203-3009 100). Schauspielhaus New production of Eugene O'Neill's play Mourning Becomes Electra opens on Sat, directed by Werner Schroeter. Repertory also includes Shakespeare's Romeo and Juliet (tickets 0211-369911 information 0211-162200).

■ FRANKFURT

Alte Oper Tonight: Roger Norrington conducts Chamber Orchestra of Europe in works by Schumann, Schubert and Brahms. Mon evening: Gianluigi Gelmetti conducts Frankfurt Opera Orchestra in Dvorák and Schubert, with cello soloist Mario Brunello. Sun evening: Yan Pascal Tortelier conducts Berlin Radio Orchestra and Chorus in Busoni, Tanaka and Ravel, with piano soloist Garrick Ohlsson. Next Tues: Marcello Viotti conducts Saarbrücken Radio Symphony Orchestra in Debussy, Bartók, Ravel and Stravinsky. Sep 30: Alfred Brendel (069-1340 400).

■ GOTHENBURG

Stora Teatern Tonight: John Copley's production of L'elisir d'amore, sung in Swedish. Fri: premiere of Robert North's new

ballet entitled The Russian Story, music by Tchaikovsky and Shostakovich (031-131300/031-136500). Konserthus Tomorrow and Fri: Walter Weller conducts Gothenburg Symphony Orchestra and Chorus in works by Lidholm, Brahms and Dvorák (031-167000).

■ HAMBURG

The first performance of the season at the Staatsoper is Der Rosenkavalier on Sat, followed by Il trovatore next Thurs (040-351721).

■ LEIPZIG

Gewandhaus Tomorrow and Fri: Jia Lu conducts Gewandhaus Orchestra in works by Schubert, Zimmermann and Schumann, with trumpet soloist Hakan Hardenberger. Sat: New Bach Collegium plays music by Rameau. Sun: Gewandhaus Orchestra chamber music evening (0341-7132 280). Opernhaus Tomorrow: Uwe Scholz's ballet Wagner/Pax Questuosa. Fri: Jörg Hercher's new opera Nachtwache, staged by Ruth Berghaus and conducted by Lothar Zagrosek. Sun afternoon: Grétry's Zémire et Azore (281036).

■ LYON

Opéra de Lyon opens the 1993-94 season on Sun with a revival of Debussy's *Rodrigue et Chimène*, with

conducted by Kent Nagano and staged by Georges Lavauant (repeated Tues and Thurs, 7/28 0900).

■ OSLO

Konserthus Tomorrow and Fri: Evgeny Svetlanov conducts Oslo Philharmonic Orchestra in works by Tchaikovsky, Grieg and Prokof

Edward Mortimer



"The UK government said last night its forces would fire on civilians being used by IRA gunmen as 'human shields', despite casualties among women and children on Thursday when British helicopters fired into a crowd."

Just imagine the worldwide outcry that would greet that news item. Imagine, especially, the storm of indignation that would sweep across the US. It would surely end, once and for all, any talk of a "special relationship" between the UK and the US.

Now read the item again, substituting "United Nations" for "UK government" and "Somali militiamen" for "IRA gunmen". I did not make it up. It was the opening sentence of a report from the FT's Africa correspondent, published 10 days ago.

I tried this trick on several US officials and commentators in Washington and New York last week. Needless to say, they did not like the analogy, but they floundered somewhat in trying to explain what was wrong with it.

"But in Northern Ireland you'd be killing your own people, your kith and kin," said one. "Aha," I replied, "so is it perhaps their skin colour that makes Somali women and children expendable? If so, won't black American leaders soon have something to say about it?"

Apparently not. Black leaders were to the fore in urging the US to go in and save Somalis from starvation, complaining that the UN had become exclusively obsessed with a "white man's war" in Yugoslavia. Therefore, I was told, they are not well placed to call for a pull-out now.

War and "warlordism" - disrupting the production and distribution of food - were the main causes of famine in Somalia. Everyone seems to agree about that. That is why armed intervention was deemed necessary to end the famine. The first UN force (Unosom I), dispatched in August 1992, to supervise and protect food deliveries, failed to overthrow the warlords. So in December a stronger force (Unibf) was sent in, authorised by the UN Security Council but under US command.

Initially the US wanted to

Africa's lunatic asylum

US ends in Somalia are admirable, but do not justify the means

concentrate only on food deliveries. It was the UN secretary-general, Boutros Boutros Ghali, who insisted that the warlords must be disarmed at the same time if the operation was to have any lasting effect.

By the time the US command handed over to the second UN force (Unosom II) in May, the US had come round fully to Mr Boutros Ghali's view. In fact the US view now seems to be that all remaining problems in Somalia are the fault of one particular warlord, General

The UN is identified with a peculiarly American modus operandi

Mohammed Farah Aideed.

"On food, we have done very well," said US defence secretary Les Aspin on August 27. "On security, we have made progress." Somalia, he said, is now "generally peaceful", except for south Mogadishu, the Aideed stronghold. "The danger now is that unless we return security to south Mogadishu, political chaos will follow the UN withdrawal... The danger is that the situation will return to what existed before the US sent in the troops."

The US retains two separate forces in Somalia. There are logistics troops, which are part of Unosom II and under its commander (who is a Turkish general, but chosen for the job by the chairman of the US joint chiefs of staff, General Colin Powell); and there is the "quick reaction force" (QRF), composed of combat troops which remain under US com-

mand but back up the UN force when necessary, at the request of the UN special representative (who is another American, Admiral Jonathan Howe). It is the QRF which retaliates when UN troops are ambushed or fired on by General Aideed's forces, and which, therefore, has inflicted most of the casualties on Somali civilians.

This complex command structure results from the unwillingness of the US to do what every other contributor to UN forces has to do, namely place its combat troops under a commander of another nationality. Presidential Decision 13, which is supposed to define the availability of US forces for UN peacekeeping and other duties, has been held up by prolonged argument within the administration on this very point.

In the case of Bosnia, President Bill Clinton has insisted that US troops do go in to help enforce a peace agreement they will do so under Nato and not US command. His aides say it is agreed within Nato that the French General, Jean Cot, who commands the present UN force in Bosnia, would also command the Nato troops; but it remains to be seen whether Mr Clinton is really prepared to try and sell that arrangement to Congress.

Meanwhile, the arrangements in Somalia ensure that the UN is identified, in the eyes of local opinion and of the world, with a peculiarly American modus operandi.

Somalia is not another Vietnam, or even another Panama; still less another Gulf war. It is like a grotesque re-enactment of all those by the inmates of a small lunatic asylum (on the lines of the French revolution as portrayed in Peter Weiss's play *Marat/Sade*). The objectives are admirable, and in this case untainted by any discernible US national interest. But several hallowed American principles are at stake:

- US casualties must be as low as possible, but US military superiority must make itself felt, no matter how great the "collateral damage".
- Any attempt at a negotiated solution constitutes "appeasement", if not "betrayal".
- Whoever questions the method is assumed to be urging abandonment of the entire enterprise.

All the organisations prepared to comply with motorway charging do so largely because they accept the premise of the government's green paper that the public purse is not deep enough to build the new road capacity needed to accommodate the doubling of traffic by 2025.

This argument has encouraged other countries to adopt

forms of road charging to fund new roads and reduce congestion, as Mr MacGregor has discovered in recent overseas trips. In May he visited Norway and Sweden to look at experiments in urban road pricing and last week he visited the US to look at several toll road projects.

If any nation could be expected to resist the introduction of paying for roads it should be the US, where cheap motoring and the "car culture" are deeply embedded. Even the terminology the Americans use to describe their highways - freeways - suggests an unrestricted and uncotted freedom to drive. Yet Mr MacGregor found a surprising willingness to accept tolling in response to increasing congestion on suburban freeways and pressures on trunk road budgets.

At Harris county in Texas, which includes Houston, he saw two toll roads built by the county after residents voted seven to three in favour of tolls. One, the Hardy Toll Road, links the airport to the town centre; the other, the Sam Houston Tollway, is part of an outer city ring-road.

The Federal Highway Administration in Washington, DC, has

proposed in the spring to charge motorists for using Britain's motorways, many Conservative backbenchers thought a public relations disaster was in the making. Like rail privatisation and talk of cuts in pension provision, the plan seemed set to alienate Tory supporters and add further to the government's unpopularity.

Yet now that the consultation period on the green paper has ended, Mr MacGregor appears to have won unexpected support for his proposals.

The Confederation of British Industry, the Freight Transport Association and motorists' organisations have all accepted the principle of motorway charges - though with differing degrees of enthusiasm.

The CBI has reversed its previous opposition to road charging, even though it estimates that motorway tolls would add as much as £300m a year to business costs. This would be outweighed by the benefits of reduced congestion and easier access to customers and suppliers, the CBI believes.

The Freight Transport Association, representing 12,000 companies in the freight transport and distribution business, says it is prepared to accept motorway charging as the only way of raising sufficient finance for improving the motorway and trunk road network.

"We're prepared to put our money where our mouth is," says the association's Mr John Gutteridge.

Even the two large motoring organisations, the Automobile Association and the RAC, accept the case for charging. Both acknowledge the opposition of their 1.3m members to paying motorway tolls, but say they will not oppose charging provided it is examined in the context of all motoring taxation. The RAC suggests that a reduction in other motoring taxes such as vehicle excise duty could ease the initial impact of road charging and win acceptance.

All the organisations prepared to comply with motorway charging do so largely because they accept the premise of the government's green paper that the public purse is not deep enough to build the new road capacity needed to accommodate the doubling of traffic by 2025.

This argument has encouraged other countries to adopt

which is responsible for 45,000 miles of interstate highways, is also encouraging toll road construction.

"It is the only way to speed up our road-building programme," commented Mr Gary Marling, head of the transport studies division.

Federal state and local authorities currently spend \$83bn a year on road building

The CBI and other lobby groups insist that toll revenues should be spent on improving the motorway network

and maintenance, funded largely through an 11.5 cent tax on a gallon of petrol. "But we found these resources didn't meet our needs," said Mr Marling.

Pressure on revenues prompted legislation in 1987, allowing demonstration toll programmes in seven states. In 1991 this was extended to allow all states to charge tolls on new or reconstructed roads and bridges.

Mr MacGregor's preference is for some form of electronic

charging system for UK motorways.

"It is fairly clear that in the long run tolling has to be electronic," he said during his US trip.

He will find support for this view when he and officials come to read the responses to his green paper on motorway charging. A strong advantage of electronic charging, according to these submissions, is that charges can vary with time and place of use to relieve congestion and encourage off-peak journeys.

However, the necessary technology for electronic tolling across the UK motorway system would take some time to install. To bridge the gap until then, Mr MacGregor has suggested a system of motorway permits, similar to the vignette system in Switzerland that requires motorway users to display an annual permit bought from post offices or petrol stations.

The bad news for Mr MacGregor is that there appears to be little support for a permit system as an interim step. Responses to his green paper say that it would be expensive to administer and difficult to enforce. They also point out that the cost bears no relation to use - indeed, permits might encourage motorists to increase their use of motorways to get the most from the cost.

There is also concern that tolls should supplement rather than replace existing Treasury finance for road-building and maintenance. The CBI, the Freight Transport Association and the motoring organisations all insist that toll revenues should be spent on improving the motorway and trunk road network and that this money should be additional to the £1.7bn a year the government currently spends.

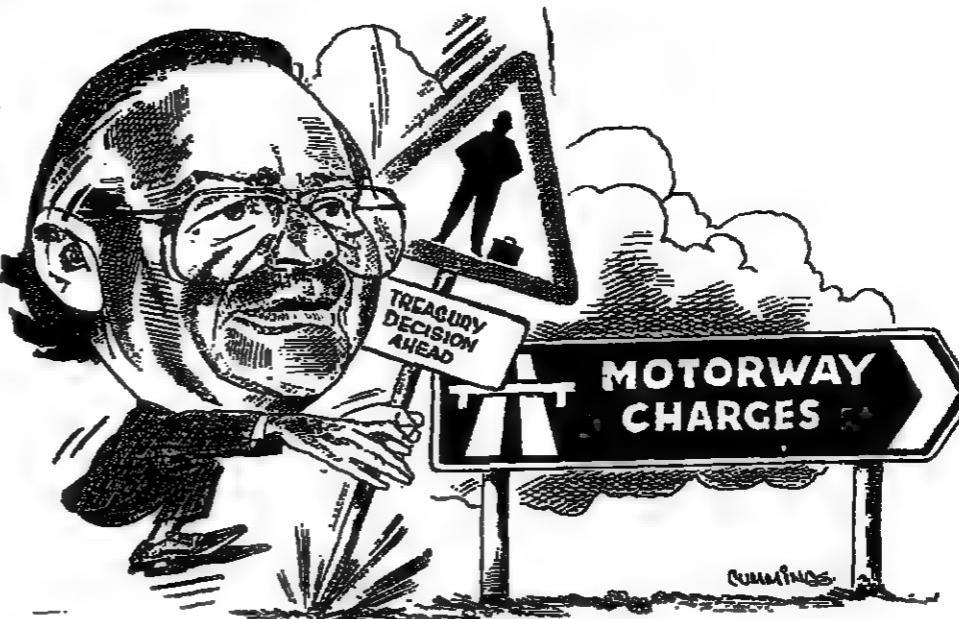
Mr MacGregor may find that clearing this hurdle is somewhat harder than winning support for the principle of motorway charging. The Treasury has long been implacably opposed to the idea that any form of government revenue should be "hypothecated" to particular types of expenditure. It is also unwilling to guarantee any particular level of finance beyond the current public expenditure plans.

However, persuading the Treasury to overcome its traditional stance on these issues may be the only way of keeping the public support for motorway charging that Mr MacGregor has succeeded in establishing.

Charging for UK road use has attracted support,

write John Willman and Charles Batchelor

MacGregor gets show on the road



"We see toll roads as a supplemental finance mechanism and not as a replacement for the basic idea of funding road building through fuel tax," said Mr Marling.

Increasingly, electronic tolling is used globally to collect road charges. In Harris county, tolls were initially collected at manned and automatic toll booths but the county is now moving to electronic tolling.

Motorists carry an electronic tag on their windscreen. This is read as the vehicle passes through the toll plaza and the driver's bank account or charge card is automatically debited. Up to 1,600 vehicles an hour can pass through the electronic toll gates compared with just 300 when an attendant collects the money.

Motorists have been encouraged to sign up for Houston's tag system by a reduction in the standard toll from \$1 to 75 cents, explained Mr Chuck Reedstrom, revenues manager of the Harris County Toll Road Authority. Some 17,000 motorists are now registered for electronic tolling and new subscribers are signing up at the rate of 1,000 a month.

Mr MacGregor's preference is for some form of electronic

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL
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Fallacy of common-market exchange rates

From Sir Alan Walters.

Sir, Professors Eichengreen and Wyplosz emphasise that if Europe fails to restore exchange rate stability it will fail to complete the single market" (Personal View, September 17). I do not know whether the common market will ever be "completed", but it is perfectly clear that exchange rate stability, whatever that means, is not even a necessary, let alone sufficient, condition

for a common market.

From 1860 to 1944 England and Scotland enjoyed a common market, even economic union, yet the exchange rate of the various Scottish currencies fluctuated freely against the pound sterling.

And today in North America, between Canada and the US, there is a close approximation to the ideal of a common market, soon to be "completed", yet there is no fixed or pegged

Canadian dollar to the greenback, nor has anyone

suggested that the North American Free Trade Agreement requires pegged rates or a Namu (North American Monetary Union). Nor does the lack of stability of the Canadian dollar seem to have inhibited economic integration within North America. Canadian-US trade flows are the largest in the world.

It is odd that Eichengreen

More tales of unseated diplomat

From Margaret Anstee.

Sir, Like your correspondent, Philip Whitley (Letters, September 14), and as a future neighbour of the Bolivian naval base at Tiquina on Lake Titicaca, I, too, enjoyed Christina Lamb's dispatch ("The Navy lark", September 11/12).

Some variations on the story behind Queen Victoria's demand that Bolivia be expunged from British maps are even more curious than that recounted by Mr Whitley. The reason for the British ambassador being ignominiously removed from La Paz, tied backwards on a donkey, is said to have been his refusal to accede to President Mariano Melgarejo's insistence that the diplomatic corps drink from the same bowl as his favourite horse, Holofernes, which regularly attended the bibulous banquets frequently offered at the palace.

Queen Victoria's initial reaction is alleged to have been "send in the navy". It was on being told that Bolivia was a landlocked country that she changed the punishment to deletion from the map.

As I pointed out in my book, "Gate of the Sun", however, this must be an apocryphal story since Bolivia had not then lost its coastline, an event that happened a few years later.

Margaret J Anstee,
former special representative of
the United Nations
secretary-general,
Villa Mariposa,
San Pedro de Tiquina,
Lake Titicaca,
Bolivia

Shareholders are entitled to expect that balance sheets do present such a view. If, in fact, the auditors regard such reports as merely a coded statement of something quite different, which they expect shareholders to understand, it is little wonder that a so-called "expectations gap" has developed.

The puzzle is why Mr Paterson is not suggesting that the format for the auditor's report be changed to state what he appears to believe, namely: "In our opinion, the accounts give a stylised model of the company's financial affairs which, at best, may be true and fair."

It seems to me that the

Accounting Standards Board should be encouraged to continue its efforts with the aim of converting balance sheets into documents which can genuinely be regarded as giving the shareholders a proper view of the state of affairs of companies, while at the same time ensuring that profit and loss accounts give shareholders a proper view of the profits.

Mr Paterson's article seems to imply that the two are incompatible which cannot possibly be the case.

P C Le Mesurier,
Winterst,
The Drive,
Godalming,
Surrey GU7 1PD

Prices spiral must not be allowed to return

From Mr Robin Abbi.

Sir, I was disturbed to read that Nigel Rudd, chairman of Williams Holdings, blames the low inflationary environment for making it difficult for him to increase prices ("Markets aground on a reef of cautious results", September 20). Isn't that the whole idea?

Are we not trying to build a stronger economy by forcing

businesses to achieve profit growth through improvements in productivity, quality and design? Has the strategy of trying to raise prices faster than everyone else not been likened to a dog chasing its tail enough times for people to see it for the fraud that it is?

Let lower inflation give Mr Rudd confidence to invest in the future by being able to

see it for the fraud that it is?

Robin Abbi,
4 Jerome Court,
The Limes Avenue,
London N11 1RF

Default less likely with clearing house agreement

From Mr Joseph Rosen.

Sir, While your Risk and Reward column of September 13 ("Divisions hairy in OTC derivatives clearing debate") was as usual both timely and informative, some flawed and spurious logic has apparently crept in.

The article refers to the risks relating to bank deposit guarantee schemes. Similarly it suggests, in a clearing house agreement, "low-rated banks

could be given excessively large credit lines by other banks because they know they do not have to worry about credit". This shows either a lack of understanding of how clearing houses work or naivety over how important credit risk is to clearing members.

For the argument to make any sense one must assume that clearing houses and/or clearing member firms are unconcerned with the credit-

worthiness of their members and customers. This is highly unlikely, given that the raison d'être of a clearing house is to centralise credit risk in one entity that intensely scrutinises and works to minimise the likelihood of counterparty defaults.

Joseph Rosen,
managing director,
Enterprise Technology Corp.,
305 Madison Avenue,
New York, US

FINANCIAL TIMES WEDNESDAY SEPTEMBER 22 1993

ALL THIS year the Russian political situation has recalled that of 1917. There is a general feeling of anarchy, and there are ostensibly two centres of power: the government of President Boris Yeltsin, and the parliament. But there is no Lenin. Mr Yeltsin is a shrewd if erratic political fighter, and Mr Ruslan Khabsatulov, the parliamentary speaker, is a cunning tactician. Neither has Lenin's capacity for strategic thought, nor probably his ruthlessness, nor even his total contempt for formal democracy. Neither, so far, has been willing to invoke the final argument of physical force.

The army, even though as much confused, divided and demoralised as the rest of the population, has not disintegrated as it did in 1917. Its leaders rightly regard civil war as the outcome to be avoided at any cost, and in that too they are representative of the population at large. Russia has so far conspicuously avoided the mass violence that afflicts so many of its southern neighbours. The terrible sequel of 1917 is burnt very deep into its folk memory.

This context gives a certain unreality to the constitutional struggle. Parliament and president confront each other, but neither controls very much, and neither is willing to use bloodshed to achieve its ends. Thus previous crises have proved anticlimactic. The army has intervened in the corridors rather than in the streets. Half-baked compromises have been reached, and the opponents have continued to circle each other.

More serious

This time things look more serious. There have been reports of troop movements, and "special government telephones" in the parliament building have been cut off. Mr Yeltsin has not had his opponents arrested in their beds, nor has he cut off all their communications, as would the author of a true coup d'état. But he does seem to have taken steps to prevent parliament directly usurping, or confiscating, his authority in response to his decision to dissolve it. He has probably assured himself of the loyalty of key army units in the vicinity of Moscow – enough, at least, to ensure that Mr Alexander Rutskoi's claim to replace him is an inconsequential

The west's instinct will be to support Mr Yeltsin so long as he respects fundamental freedoms and appears decisively committed to pushing reform through. In recent months there has been more doubt about the latter than the former.

Privatising British Coal

STATE-OWNERSHIP of Britain's coal industry has been a dismal business. For much of the period since nationalisation in 1946, British Coal has become a byword for strikes, poor investment and anachronistic working practices. Taxpayers and electricity consumers should therefore have a sigh of relief that the government is finally pressing ahead with privatising the industry with a sale planned next year.

Privatisation is also the industry's best chance of surviving in the long run. British Coal's high costs relative to imported coal and other sources of energy have contributed to a sharp decline in its market, with the result that the company is now dying on its feet. An industry which had 1,500 pits and employed three quarters of a million people on nationalisation is now down to 30 pits and 33,000 employees. When privatised, it will have shrunk again to perhaps half its current size. Any hope for stemming yet further decline rests on improving productivity on a scale faster than state-owned British Coal has been able to achieve.

Ministers have adopted a flexible approach to determine the structure of a privatised industry. Mr Tim Eggar, the energy minister, announced yesterday that pits would be offered for sale in five regional packages but that groups would be able to bid for any number of packages. This approach will allow the market to decide the industry's structure and the government to realise the highest value for public assets.

Slash overheads

Another benefit is that lively entrepreneurs, for whom the whole of British Coal might have been too much to swallow, will be able to take part. Management and employee teams will also be able to propose buy-outs. Such talent may be just what the coal industry needs. Those who risk their own money will have the greatest incentive to slash overheads, devise more efficient working practices and seek out new markets.

Leaving the market to decide structure also neatly sidesteps conflicting competition arguments over whether the industry should be broken up prior to privatisation. One view, influenced by the

as was his own deposition of Mr Rutskoi from the vice-presidency some weeks ago.

Whether either act is constitutional is a question not so much moot as meaningless. There is effectively no constitution, and cannot be until prior questions of legitimacy are settled. Mr Yeltsin hopes to clarify this question by holding new parliamentary elections. He could and should have done so two years ago, at a time when his popularity following the defeat of the August coup would have made it much easier for him to dissolve parliament, and would have ensured the election of a majority pledged to support him. But by early this year, when he first canvassed that solution, he was not strong enough to impose it. It is far from certain that he is so now.

Popular mandate

Even if he succeeds, a new parliament will not now solve his problems. Although probably less conservative than the present one it might be no less recalcitrant, and it would have the legitimacy of a fresh popular mandate, which Mr Yeltsin himself can no longer claim. It would be much better if the constitutional distribution of powers were clearly settled before the election, but who has the authority to do that? Perhaps only an elected constituent assembly. If so, the only way to square the circle may be for Mr Yeltsin to decree an interim constitution, and then submit himself for re-election simultaneously with the election of a new parliament with an explicit mandate to draft a permanent one, to be ratified finally through a referendum.

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Rachel Johnson says John Major's politics only partly explain the decline of UK think-tanks

Think-tanks in Britain were never going to have it so good under Mr John Major as they did under his predecessor, Mrs Margaret Thatcher – at least not those of the right-of-centre variety.

Mrs Thatcher was a founder of the free-market Centre for Policy Studies, which invited early advocates of privatisation from the Adam Smith Institute to weekend seminars at Chequers, the prime minister's country residence, and would read Institute of Economic Affairs pamphlets in bed.

But under a prime minister elected Tory leader partly because he was less ideologically driven than Mrs Thatcher, the role of think-tanks in influencing government policymaking has receded.

Mr Andrew Tyrie, a director of the Social Market Foundation, founded by members of the defunct Social Democratic party, says the change of leader explains the think-tanks' collapse of influence. They played a crucial role in forming the consensus that put markets first. It's only natural that they are less important now," he says.

But attributing the decline of think-tanks solely to Mr Major's

more pragmatic political philosophy is misleading.

Their difficulties have been compounded by the Conservative Central Office's £15m deficit, which is expected to lead to cuts in the budgets of its two internal research wings, the Conservative Research Department and the Conservative Political Centre.

At the same time, Tory riffs over the Maastricht treaty have spread beyond parliament. At the Institute of Economic Affairs, the split over Mr Major's European policy led to the defection of its director, Mr Graham Mather, last year to set up the European Policy Forum.

The declining importance of think-tanks in Whitehall policymaking has not dissuaded people such as Mr Mather from setting up rival institutions in an attempt to provide the 1990s with a post-Thatcherite agenda.

The Social Market Foundation, which tries to link market economies with social policy, was set up in 1988 but relaunched last year with finance from Mr David Sainsbury,

chairman of the retail supermarket chain. Earlier this year, Mr Martin Jacques, former editor of *Marxism Today*, and Mr Geoff Mulgan, former assistant to Mr Gordon Brown, Labour's shadow chancellor, launched Demos, a non-party-political but left-leaning research centre.

To thrive, the new institutions will have to learn the lessons of the 1980s. Mr John Gray, the Oxford fellow who has been closely involved with both the IEA and the Centre for Policy Studies, and is now on the board of the SMF, believes rightwing think-tanks became too dogmatic – promulgating "Thatcherism on autopilot".

"There was a hubristic element to policymaking. With the poll tax, considerations of social equity were unimportant and it got to the stage where only policies, not society, mattered," Mr Gray says.

But will the think-tanks regain the influence they once had under the Conservatives? Arguments over the Tories' main targets for reform – trade unions, nationalised industries, health and education services

– have mostly been fought and won. And, unlike in Germany, France and the US, there is little movement of people between government and think-tanks, which would have offered a better guarantee that their impact would not be diluted when political leaders changed.

In France, ministers' private offices often include representatives of independent think-tanks, while in Germany, the Stiftung Wissenschaft und Politik, the international affairs think-tank in Ebenhausen, does contract work for the government.

In the US, think-tanks offer life after government for deposited politicians. "There will always be a market for think-tanks in the US because politicians now join them when out of office: the Brookings Institution for Democrats, the American Enterprise Institute for Republicans," says Professor Nick Wahl of New York University.

In contrast, Mrs Thatcher took a deliberate decision that private think-tanks should be kept at arm's length from government. In 1982

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Margaret Thatcher had bought a permanent foothold in Whitehall for the non-civil servant advisers at the CPSR. Mrs Thatcher regarded the CPSR as too institutionalised and abolished it the following year. "As time went by it [the CPSR] concerned itself less and less with central issues and became a meddler in departmental business," says Sir Douglas Wase, a former permanent secretary to the Treasury.

Mrs Thatcher's decision had little impact during the heyday of the rightwing think-tanks that lasted until the mid-1980s. But in the 1990s think-tanks have found themselves on the political periphery.

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Wednesday September 22 1993

Mr Yeltsin's gamble

ALL THIS year the Russian political situation has recalled that of 1917. There is a general feeling of anarchy, and there are ostensibly two centres of power: the government of President Boris Yeltsin, and the parliament. But there is no Lenin. Mr Yeltsin is a shrewd if erratic political fighter, and Mr Ruslan Khabsatulov, the parliamentary speaker, is a cunning tactician. Neither has Lenin's capacity for strategic thought, nor probably his ruthlessness, nor even his total contempt for formal democracy. Neither, so far, has been willing to invoke the final argument of physical force.

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best way

Neither competition argument is compelling. British Coal is unlike the utilities in that it has to compete with foreign coal and other fuels. Privatising it as a single entity would therefore not substantially reduce competition. On the other hand, though the generators' duopoly power is certainly a cause for concern, the best way of dealing with this would be to tackle that power directly rather than build up British Coal as a counterweight. Mr Stephen Littlechild, director-general of electricity, is already pursuing this possibility.

Ministers have adopted a flexible approach to determine the structure of a privatised industry. Mr Tim Eggar, the energy minister, announced yesterday that pits would be offered for sale in five regional packages but that groups would be able to bid for any number of packages. This approach will allow the market to decide the industry's structure and the government to realise the highest value for public assets.

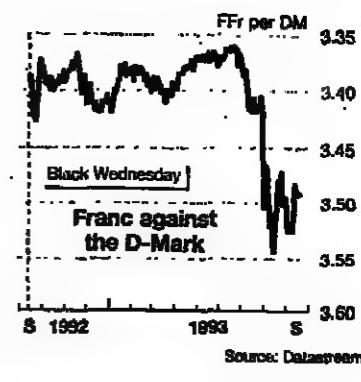
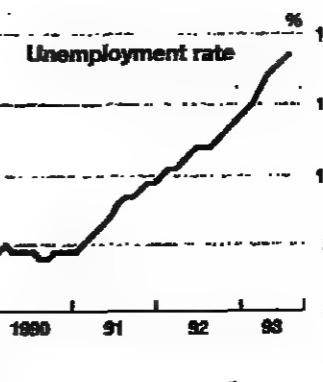
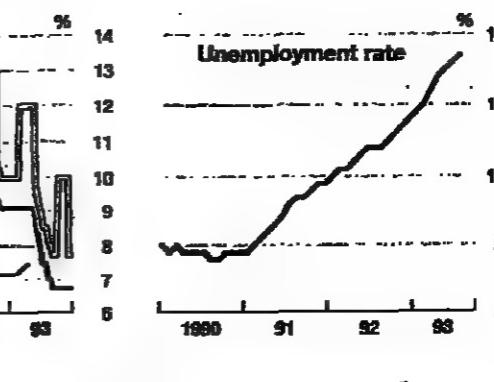
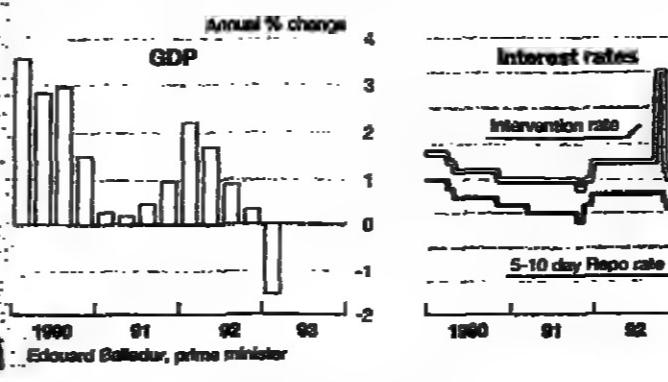
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French economy: Balladur's balancing act



German borrowing costs over the next few months.

Yet early action to trim French interest rates, with the inevitable risk for the exchange rate, may be unavoidable. In nominal terms, French long-term interest rates, at just over 6 per cent, are among the lowest in Europe and about the same level as in Germany. But their real level is high. With annualised inflation of just 2.2 per cent, French industry faces correspondingly higher real borrowing costs than Germany's.

Small and medium-sized companies, which are more dependent on short-term financing, are worst placed, and are starting to make the politicians feel the heat. "There is not a small company in the country which can find credit at less than 8 per cent," complained a UDF deputy this week.

Given that the high level of French interest rates at a time of recession and soaring unemployment helped prompt the currency crisis, keeping interest rates at their current level could lead to a fresh assault on the franc.

It also seems to be dawning on France's policymakers, just as the markets earlier realised, that "real" factors of growth and job need to be as much part of the convergence between European economies as the "nominal" factors like interest rate/inflation differentials, written into the Maastricht treaty. The first sign of this wider interpretation of convergence may come later this autumn when France and Germany make a joint presentation of their medium-term economic plans for discussion with other EC ministers.

For the moment, the debate inside France's ruling majority over interest and exchange rate policy has subsided. But that is because those who want a monetary relaxation expect Mr Balladur to move in their direction. If he does not, both the prime minister and the French economy may find themselves between a rock and a hard place.

Between a rock and a hard place

Fiscal policy alone may not be enough to revive the French economy, say John Riddling and David Buchan

expected to allow savers to withdraw early from eight-year saving plans while maintaining the tax advantages and interest payments of the schemes. Tax relief on Sicav money market funds may also be reduced in an attempt to encourage consumption and investment in the housing sector. Those selling money market fund certificates to buy property could be exempted from capital gains tax.

Such measures alone do not represent a significant fiscal stimulus.

This is partly because the government is now giving with one hand what it took away through tax increases earlier this year. The rise in the Contribution Sociale Générale, a tax on all income, from 1.1 per cent to 2.4 per cent from the beginning of July, and higher levies on petrol and alcohol, will not be offset by the budgetary measures.

But how the government will use its monetary powers is less clear. After losing its bearings in the August crisis of the European currency system, the French government is still groping its way towards a new European policy.

Today's budget plan demonstrates the government's desire to stimulate demand in the economy, but also the constraints it faces in doing so. The principal elements of the budget comprise a FFr19bn (£2.2bn) reduction in income taxes, chiefly to the benefit of the ruling conservatives' middle-class constituency, and a number of measures aimed at drawing French savings into housing and consumption.

One measure hit its target. The decision to accelerate infrastructure spending in May gave public con-

tractors, intensive users of local labour but little imported materials, a better month in June. But overall, the economy has not lifted itself off the floor. GDP recovered from its first-quarter fall of 0.7 per cent to show zero growth in April-June.

But a "double dip", with a drop in GDP in the current third quarter, is not ruled out by most economists, who believe that fiscal policy alone is not enough to lift the economy out of recession. "They must add a monetary stimulus to their fiscal policy," says Mr Paul Chertkow, currency economist at UBS, the securities house, in London.

On a monetary policy, however, "there is a fog surrounding policy", says Mr Barrot, "and when there is a fog it is necessary to move step by step". So far, these steps have involved a series of gradual interest rate cuts and a policy of shadowing the D-Mark. But the reductions in borrowing costs have only brought official interest rates down to pre-crisis levels and the most important rate, the intervention rate, which sets a floor for money market rates, has been left untouched at 6.75 per cent. As a result the franc is trading just a few per cent below its previous ERM floor rate of FFr3,430 to the D-Mark.

This caution is curious, given that on August 2 it was France that insisted EC currencies should be allowed to fluctuate by up to 15 per cent around each other, not by 10 per cent as other countries were

reduced to. But there are several reasons why the French authorities have not so far used their exchange rate freedom.

To do so would highlight the loss of face for Mr Balladur, who portrayed himself as defender of the *franc fort*. The RPR Gaullist prime minister also has to take account of the aversion attachment within his UDF coalition partner to the old-style European Monetary System.

Ex-president Valéry Giscard d'E斯塔ing, a founding father of the EMS and leader of the UDF, has called for the EMS to return to its old "wide" bands of 6 per cent by January 1994 and its old "narrow" bands of 2.25 per cent by January 1995.

Technically, too, the Bank of France needs to rebuild its currency reserves – exhausted by the unsuccessful defence of the franc – and to repay its consequent debts to the Bundesbank: tasks most cheaply accomplished if the franc stays fairly strong relative to the D-Mark.

The government's problem is that its policy of shadowing the D-Mark is reaching its limits. "There is no room left any more for French rates to decrease with respect to German rates," says Mr Bernard Godement, chief economist at Nomura Research Institute in Paris.

According to this argument, the current gap between short-term French and German interest rates – about 50 basis points higher for French official rates – is necessary to maintain the franc's strength. Further cuts in French rates, therefore, require further action from the Bundesbank. Few expect big cuts in

the US, think-tanks offer life after government for deposited politicians. "There will always be a market for think-tanks in the US because politicians now join them when out of office: the Brookings Institution for Democrats, the American Enterprise Institute for Republicans," says Professor Nick Wahl of New York University.

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OBSEVER



bringing Lord Gowrie onto the board of Yeoman Investment Trust, which he chairs, Berry explained: "I have a perfectly good head myself."

For the chop?

■ Appearances notwithstanding, John Major's Japanese visit has not been concerned purely with the state of the British Conservative party. He also found time to axe the Commonwealth Institute.

One can see why the Foreign and Commonwealth Office waited for the green light from Tokyo before announcing yesterday that its annual grant to the institute (currently worth £2.7m) will cease from March 1996. Only last May, the Queen was there celebrating the centenary of its opening and next month Major will accompany her to the biennial Commonwealth Heads of Government Meeting (CHOGM) in Cyprus.

Normally the institute rates a paragraph of ritual congratulation for its work towards the end of the CHOGM communiqué. This time the PM had better expect some awkward questions.

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OVERSEAS MOVING
BY MICHAEL GERSON
031-446 1300

INSIDE

Pechiney falls into FF397m loss

Pechiney, the state-controlled French aluminium group, yesterday announced net losses of FF397m (\$70m) in the first six months of the year compared with net profits of FF782m in the same period in 1992. It blamed European recession and the depressed state of the aluminium market. Page 20

Upheaval for health insurers

The planned Clinton healthcare revolution, to be unveiled officially tonight, will take the control of underwriting away from US health insurers who will also lose the power to refuse cover to people they consider to be bad risks, or even to charge them a higher premium. Page 21

Jardine Matheson rises 14%

Jardine Matheson Holdings, the Hong Kong trading and investment company, has reported a 14 per cent rise in first-half profits to \$173.8m. Its managing director, Mr Nigel Rich has resigned and will be replaced by Alasdair Morrison, managing director of Hong Kong Land. Jardine's property investment arm. Page 22

Hays warns of slow recovery

Hays, the business services group, reported a 20 per cent increase in annual profits, but warned that "the climb out of recession seems as if it will be long and slow". Pre-tax profits rose from £56.6m to £66.6m (£102m) in the year to June 30, on sales which grew from £380m to £477m. Page 24

Mucklow ends growth run

A&J Mucklow Group, the West Midlands based property investor and developer, has after 24 years of unbroken profits growth succumbed to recessionary forces by reporting an 11 per cent fall in pre-tax profits to £9.67m (£14.9m) for the year ended June 30. Page 25

Yule Catto in first rights issue

Yule Catto, the industrial chemicals group, is to raise £29.7m (£45.6m) through its first rights issue to buy 50 per cent of a German synthetic rubber latex company and to reduce debt. Page 26

A £19.9m rights issue was announced by JIB Group, the international insurance broker. Page 24

Starmain reappointment backed

Shareholders of Starmain, the loss-making UK quarry products company, yesterday backed the reappointment of a director who is considering taking legal action against the company. Page 25

Losing their bottle

EC agriculture ministers yesterday decided to cut back from next year an expensive subsidy on school milk for 31m school children across the community. Page 28

German car stocks move market

Germany's DAX index closed 13.01 higher at 1,925.85 but one analyst said that there would have been little volume at all over the past three days if Daimler, Deutsche Bank and Siemens had been excluded. Back Page

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Chief price changes yesterday

FRANKFURT (DM)		PARIS (FFP)	
Aka	204 + 16	Rheo	1220 + 25
Daimler-Benz	780 + 137	Ricoh	510 + 15
Mercedes	707.3 + 20.5	Barclays Co	161 - 16
Vita	424.5 + 6.3	Canal Plus	1307 - 23
Pallas	790 - 216	Latigo Copper	410 - 12
Douglas	525 - 11	Globe	372 - 15
TOKYO (Yen)		Rifles	
Pitman	740 + 56	Huzan	462 + 14
Pizer	61 + 2	Katzenbach	547 + 26
Salix	202 + 14	Siemens	1020 + 151
Computer	700 - 216	Polaris	2750 + 151
Quality Food	411 - 42	Phoenix Bsc	449 - 17
Tambbrands	411 - 42	Daktronics	641 - 24
Vaccon	575 - 114	Mitsui Plastic	530 - 19

New York prices at 12.30.

LONDON (Pence)		CreditCare	
Acorn Computer	113 + 7	Siemens	630 - 12
Cable & Wire	855 + 17	Herts (Pf)	154 - 50
General Elec	561 + 14	JB Group	169 - 7
Goldman	754 + 46	Rowntree	111 - 5
Jacques Vert	135 + 6	Telecom	1510 - 30
Licet	193 + 7	Sage	441 - 17
MTL Instruments	254 + 10	Schlesinger Ld	449 - 7
Myers	197 + 8	Schroders	1385 - 55
Prudential	515 - 20	Vodafone	495 - 11
Siemens	251 - 20	Yale Data	259 - 18

FINANCIAL TIMES

COMPANIES & MARKETS

Wednesday September 22 1993

French tyremaker swallows FF2.64bn of rationalisation costs

Michelin falls into loss

By John Riddings in Paris

MICHELIN, the world's largest tyremaker, plunged into a net loss of FF3.19bn (\$667.6m) in the first six months of the year.

It blamed the recession in European markets and exceptional charges related to an ambitious cost-cutting plan.

The company, one of France's largest industrial groups, said the sharp decline, from net profits of FF923m in the first half of 1992, largely reflected the impact of a FF1.6bn provision for a rationalisation programme.

The programme, announced in April, is aimed at cutting costs by FF3.2bn, or 10 per cent of the total, over the next two years.

"We wanted to remove all uncertainty," said Mr Eric Bourdais de Charbonnière, the finance director.

He said the group had decided to take all of the restructuring

costs in the first half of the year. Even without the impact of exceptional charges, the group suffered a sharp downturn.

Operating profits declined 71 per cent to FF7.93m on sales down 12 per cent to FF30.62bn. Shares in the group slipped FF1.27 to FF174.6.

The fall at the trading level was attributed to the depressed international demand for cars and trucks.

Michelin said the recovery in the US market had not offset a sharp fall in European and Japanese sales.

In the European market alone, car production fell 18 per cent in the first six months.

Output of trucks and commercial vehicles fell by about 27 per cent. Britain was the only country to register an improvement.

"We have to be prepared for a long-term crisis," warned Mr Bourdais de Charbonnière.

He said the group's cost-cutting measures - which will reduce the group's workforce to about 122,000 from the current 130,000 by the beginning of 1995 - would strengthen the competitiveness of the group and free cash to cover investments and reduced debts.

In spite of the difficult economic environment, the company reported some encouraging signs.

The market for replacement tyres - which are sold at about twice the price of tyres which go directly to car manufacturers - had seen an improvement in the second quarter.

Demand in the US continued to improve, although competition remained intense. The group said it expected to report a profit in the US in 1994, after a loss this year.

Mr Bourdais de Charbonnière expressed confidence that the group's debts could be maintained at the current level of FF29.9bn. He based this on the company's productivity improvements.

However, he said it was "urgent" that interest rates be brought down "to ease the company's financial burden."

A percentage point cut in France, Germany and Spain would reduce the company's financial charges by about FF150m, according to the finance director.

Industry analysts said the first-half performance was largely in line with expectations.

However, until consumer confidence improved in Michelin's principal European markets, the outlook for trading would remain gloomy.

The need for the company to reduce stock levels in the second half is also expected to affect capacity utilisation and profitability.



Diller: "The future belongs to those who create the best programming"

This announcement appears as a matter of record only.

Paramount shares soar as investors await bidding war

By Martin Dickson in New York

SHARES in Paramount Communications soared yesterday as Wall Street anticipated a bidding war for the entertainment group following a \$9.5bn hostile offer launched on Monday by QVC Network, the home shopping television group headed by Mr Barry Diller, a leading film industry executive.

QVC's bid topped an agreed bid for Paramount on September 13 by Viacom, a cable television service and programming company best known for its MTV pop music channel.

Analysts expected Viacom to improve its offer substantially to remain in the battle and they thought that other US media groups might also enter the fray.

Viacom said acidly that the "marriage of strategic assets of Paramount and Viacom cannot be matched by the combination of Paramount and a shopping service".

However, QVC's bid was helped yesterday by the fact that the company's share price did not drop greatly in morning trading - the first opportunity for the market to express a view on its offer.

By lunchtime QVC stock had regained its early losses and

stood at \$56, unchanged, on the Nasdaq over-the-counter market. That meant that its bid, consisting of \$30 in cash and 0.883 of a share for each Paramount share, was worth \$80, the same price as when it was launched.

Viacom's offer of \$8.10 in cash and a mixture of its stock was worth only \$6.15 at lunchtime, with Viacom's A shares falling 23% to 57 and its B shares down 23% to \$31.5. That gave the offer an overall value of \$7.8bn, against \$8.2bn when it was launched.

QVC, with turnover of \$1bn, is smaller than Viacom

INTERNATIONAL COMPANIES AND FINANCE

Pechiney unveils loss of FFr397m

By John Riddick in Paris

EUROPEAN recession and the depressed state of the aluminium market have taken their toll on Pechiney, the state-controlled French aluminium group. Yesterday it announced net losses of FFr397m (\$70.6m) in the first six months of the year, compared with net profits of FFr1.82m last time.

Sales at the group, which is on the government's list of 21 companies to be sold as part of its privatisation campaign, fell from FFr34.01bn to FFr31.8bn. Operating income declined from FFr1.82m to FFr1.5bn.

Mr Jean Gandois, chairman, said there were "extreme differences" between the group's activities. Its single biggest problem, he said, is the aluminium production business, which is suffering from falling prices and excess supply.

He said the gloomy outlook

for this division would prevent the group from returning to profitability in the second half. The losses, however, were expected to be "noticeably less" than in the first half.

According to Mr Gandois, aluminium prices fell by about 10 per cent in the first half of 1993 compared with the same period last year. He blamed the impact of Russian imports and excess production by other international manufacturers, and forecast that aluminium stocks would continue to rise.

Pechiney's chairman also expressed interest in a proposal by the French industry ministry to combine with Compagnie Nationale du Rhône (CNR), the French electricity generator.

"There would be advantages in having a stable supply of electricity," said Mr Gandois. The French government is



Jean Gandois: sees advantages in electricity group tie-up

believed to be encouraging such an alliance with CNR to make Pechiney more attractive before privatisation. Pechiney is France's single largest consumer of electricity.

The French government is

Polish cable group sold for \$16.8m

By Christopher Bobinski in Warsaw

THE POLISH government yesterday sold the Bydgoska Fabryka Kabli (BFK), a leading cable producer, for \$16.8m to a private consortium made up of Elektrownia, a trading company specialising in energy and telecommunications equipment, and the Export Development Bank (ERD).

The deal is the largest involving a Polish private investor since the privatisation programme started in 1990. The Polish consortium made the purchase in the face of competition from three other bidders - including Siemens of Germany, which is negotiating to buy the Elwro electronic works in Wroclaw.

The successful bid was lower than Siemens' offer, or the government opted for domestic investors. Elektrownia had purchased 60 per cent of the equity in BFK, while ERD is taking a further 20 per cent and the remaining 20 per cent will be sold to BFK's 856 employees and management.

BFK reported a net profit of \$1m on a turnover of \$90.3m last year.

Canal-Plus profits ahead 33%

By Alain Rawsthorn in Paris

CANAL-PLUS, the French media group, lifted net interim profits by 33 per cent, to FFr676m (\$12.3m), from FFr507m in the first half of 1992. It forecast 10 per cent growth in net earnings for the full year, to FFr1.2bn.

News of the rise at Canal-Plus, which expanded rapidly in the 1980s but last year saw profits stabilise at FFr1.1bn, comes at a highly-sensitive time.

The company is preparing to renegotiate the terms of its original French pay-TV franchise with the government. It also coincides with intense

speculation about the future of Canal-Plus' relationship with Havas, the French leisure group that owns 23.5 per cent of its equity.

Havas is reported to be planning to add the 20.4 per cent of Canal-Plus held by the Compagnie Générale des Eaux utilities concern to its own stake, provided the government relaxes controls over television ownership.

The rise in net profits at Canal-Plus disguised flat profits at the operating level. Operating income fell marginally to FFr3.89bn from FFr3.86bn. Canal-Plus, a recently launched venture, incurred an operating loss of FFr1.04bn, although the

group managed to compensate with an FFr160m extraordinary gain on the issue of new shares (equivalent to a 20 per cent stake) in the company.

The proceeds of the share issue, combined with the resolution of Canal-Plus' problems in the US, produced an extraordinary gain of FFr160m in the first six months of 1993 against an extraordinary loss of FFr120m in the interim period of 1992.

In spite of the recession, Canal-Plus managed a 10.2 per cent increase in overall revenue to FFr1.25bn in the first half of this year from FFr1.12bn in the first six months of 1992.

Tarmac launches £215m rights issue

By Paul Taylor in London

TARMAC, the UK's biggest housebuilder, returned to profit in the first-half and launched a one-for-four rights issue at 120p, a share designed to raise £215m (£331.1m) and fund the next phase of the group's recovery.

One third of the rights issue

proceeds will be used for a land buying programme to take advantage of the upturn in the UK housing market,

over which fell 4 per cent to £1.3bn. After taxation, minority interests and preference dividends, the loss per share was 6.7p compared with a 2.2p loss last time. The interim dividend is held at 3p.

The results and the rights issue, which is fully underwritten by Lazard Brothers and Samuel Montagu, were well received in the market, although the group's shares closed down 1% at 145p. People, Page 12; Lex, Page 18

Pre-tax profits were £3.4m in the six months to June 30, compared with a loss of £1.6m in the first half of 1992 on turnover

Eridiana advances 7% to FFr614m at half-way

By Halg Simonian in Milan

ERIDIANA Béghin-Say, the sugar and foods group controlled by Italy's troubled Ferruzzi Finanziaria (Ferfin) holding company, underlined its financial resilience in the face of its parent's difficulties with its rise to FFr678m from FFr367m.

Excluding exceptional profits rose to FFr678m from FFr367m.

The rise in underlying profits reflected reduced financial and tax charges, which offset a slowdown in demand for drinking cans and lower prices. The group said the difficult business environment did not jeopardise the prospects for an increase in profits at the subsidiary.

The third group of Pechiney's businesses, trading and non-aluminium industrial activities, reported flat profits during the period.

The management of Eridiana Béghin-Say, which has been trying to underline its independence and financial health, said they had no intention of divesting any activities acquired under Ferfin's control.

EBS has diversified into some branded consumer food sectors and pushed into new markets in eastern Europe. Sales rose 3 per cent to FFr24.75bn, while pre-tax earnings soared 32 per cent to FFr1.29bn.

EBS said all its main activities had either maintained or improved profitability in the first half. With a "favourable" outlook for the remainder of the year, it predicted that full 1993 profits would probably exceed 1992's FFr1.28bn.

With attention focused on the financial problems of its controlling shareholder, EBS stressed that its own ratio of borrowings to new equity had remained virtually unchanged over the past six months, in spite of investing about FFr300m on a new plant in consolidated first-half profits, to £19.4bn (£12.4m) before tax and extraordinary items against £19.5bn in 1992.

Group sales rose to £22.6bn from £19.4bn, while net indebtedness declined to £10.42bn from £11.4bn at the end of June last year.

Separately, Sasib, another big Cnr-controlled engineering group, reported a fall in pre-tax first-half profits, to £1.9bn against £2.4bn last time.

Sasib said the tax figures masked an improvement in its trading position, as the decline was mainly due to lower dividends and tax credits. Operating profits recovered to £6.4bn from £6.0bn last year. The group forecast that full-year figures should represent an

KNP BT seeks to boost holding in Austrian group

By Ronald van de Krol in Amsterdam

KNP BT, the Dutch paper and packaging group, is to launch a one-for-five rights issue as part of plans to boost to 90 per cent its stake in Leykam-Mürzaler, the loss-making Austrian paper group.

KNP BT said the malaise in the European paper industry had prompted it to accelerate plans to integrate Leykam, in which it has owned a 50.4 per cent stake since 1989. The Austrian bank Creditanstalt-Bankvertrag, which owns 25.2 per cent of Leykam, and the rest is publicly traded in Vienna and Frankfurt.

The company declined to give financial details, but noted that the merger of the paper divisions would be carried out on a non-cash basis. Talks will be held on acquiring Creditanstalt's shares.

Details of the KNP BT rights issue will be announced in the next few weeks. The company currently has a market capitalisation of some FFr3bn (£1.7bn).

MacMillan Bloedel of Canada, which owns 17 per cent of KNP BT, says it will take up its shares.

KNP BT said the rights issue would ensure that its solvency ratios remained unchanged, countering the deterioration that would otherwise have occurred through the full consolidation of Leykam.

Leykam, the biggest paper maker in Austria, is a leading producer of coated wood-free paper.

KNP BT, whose own results

have come under pressure from difficult market condi-

tions in Europe, said the move would increase its flexibility to produce at lower costs. One immediate consequence is that it will be closing down a smaller paper-producing machine at its plant in the Dutch town of Nijmegen, with the loss of 250 jobs.

• Creditanstalt-Bankvertrag has said it will not sell its 25.2 per cent stake in Leykam back to KNP until next year. This, however, would not affect the merger plan, said Mr Guido Schmidt-Chiarri, chief executive, writes Ian Rodger in Vienna.

The bank has a put option to sell most of its stake to KNP, but does not want to exercise it this year for tax reasons. At the Schi 340 at which Leykam shares traded yesterday, the Creditanstalt stake was worth roughly Sch 300m (£70.6m). The bank, Austria's second largest, also has a 2.5 per cent stake in KNP, and intends to take up its rights in the forthcoming FFr500m issue to finance the takeover.

Fiat buys out Ford stake in New Holland

By Kevin Dore, Motor Industry Correspondent

FIAT of Italy has taken over Ford's remaining 6.5 per cent stake in its New Holland tractor and construction equipment unit.

The US group sold its Ford New Holland tractor and industrial equipment operations to Fiat in 1991, but retained a 30 per cent stake.

The holding was reduced to 13 per cent by an injection of new equity capital by Fiat into the loss-making business, and Ford requested a further cut to 6.5 per cent in May this year.

Ford has now agreed to withdraw completely from New Holland, although Fiat can still use the Ford oval trademark until May 1995 and the Ford name until 2001 on certain of its products.

Two Ford executives, Mr Alan Gilmore and Mr Peter Pestillo, have resigned from the New Holland board.

DIVIDEND NOTICE

PLACER DOME INC.

Notice is hereby given that a regular quarterly dividend, being Dividend No. 28 of six and one-half cents (6 1/4 U.S. per Common Share), has been declared payable on December 20, 1993 to shareholders of record at the close of business on November 16, 1993.

Shareholders with addresses in Canada or Australia will be paid the equivalent amount in the currency of their respective countries.

BY ORDER OF THE BOARD
John A. Eckensley
Vice-President,
Secretary and
General Counsel

September 15, 1993

U.S. \$150,000,000

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Interest Period 2nd September 1993
Interest Accruing Date 2nd September 1993
Interest Payable Dates 2nd September 1993
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CS First Boston
Agent

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LEUMI INTERNATIONAL INVESTMENTS N.V.

US \$75,000,000 GUARANTEED FLOATING RATE NOTES DUE 1997

The interest rate applicable to the above Notes in respect of the interest rate period commencing 2nd September 1993 and ending 2nd March 1994 will be 6.175%.

The interest payable on the relevant interest period will be 2nd March 1994.

By The First Manhattan Bank, N.Y.
London, Agent Bank

September 22, 1993

This announcement appears as a matter of record only

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September 1993

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Dividend Notice
At a meeting of the Board of Directors held on 15 September 1993 it was resolved to pay the following dividends:

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Dollar Portfolio

6.03 per share
US\$0.04 per share

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INTERNATIONAL COMPANIES AND FINANCE

Tambrands stock falls nearly 10%By Richard Waters
in New York

recent months to confirm that it has been sold.

However, Mr Howard Wentz, chairman, said yesterday: "As part of a comprehensive review of Tambrands' strategic alternatives, over the last several months we explored the possibility of a sale of the company."

He added that the board had decided that the best course is to continue to run the business independently."

It is not known whether Tambrands received any offers for the company.

The fall puts the shares back to the level at which they were trading before market speculation about a sale first surfaced in June.

Tambrands has refused in

April and has closed mines in north-west Canada because of low base metal prices, has been trying to raise up to C\$75m (US\$59m) in new equity since early last year.

Mr Clifford Frame, chairman, negotiated a C\$50m infusion from Korea Zinc and Samsung, but the deal fell through two weeks ago. His attempts to find a white knight in Europe failed last week.

An Ontario court has put Curragh's Faro mine into receivership on behalf of unsecured note-holders owed almost US\$250m. Earlier, the Bank of Nova Scotia was allowed to appoint a receiver for two other mines.

Not any more. Even before President Bill Clinton's planned healthcare revolution, to be unveiled tonight, the largest US health insurers have been going through a quiet revolution of their own.

For those that can stay the course after the shock to the system delivered by the president's plan, that process is likely to accelerate.

Insurers, whose escalating premiums are for most Americans the clearest sign of a medical system out of control, have long been regarded as the villains of the US health care industry. That popular perception, they claim, has made them an easy target for politicians.

The Clinton plan will effectively take control of underwriting away from health insurers. According to an early draft of the plan, premium increases will be controlled by a new National Health Board.

Insureds would also lose the power to refuse cover to people they consider to be bad risks, or even to charge them a higher premium. The president's plan envisages a return to "community rating", a system of assessing insurance premiums which insurers have turned their backs on in the past 20 years. This requires good and bad risks to be pooled, with a single premium.

Deprived of control over their pricing and underwriting, the Clinton plan would force the health insurers to look again at their costs, continuing the restructuring that has already been under way.

The attack on costs has already turned the big health insurers increasingly into medical delivery companies. This

it has been made possible by the strength of QVC's share price, which rose from around \$38 when Mr Diller came aboard last December to a year's high of \$73 and stood at \$56, unchanged, at lunchtime yesterday.

The hostile QVC offer for Paramount consists largely of stock, with some element of cash - as does that from rival bidder Viacom, the cable business best known for its MTV pop music channel, which made an agreed offer nine days ago.

Wall Street analysts think this is just the start of a bidding war involving these two companies and, possibly, other large US and foreign media groups, which could involve much larger doses of cash.

But for now, the strength of the two bids depends largely on the price Wall Street accords QVC and Viacom shares, and that largely depends on perceptions of the value that bidders would add to the Paramount business.

The 51-year-old Mr Diller has the advantage of one of Hollywood's most distinguished creative records.

A drop-out from the University of California, he got his start in show business in the mailroom of the Wil-

liam Morris talent agency, and then became an agent himself.

He made his name as a programmer at the ABC network in the early 1970s, and from 1974 to 1984 headed the Paramount studios, quitting to join Mr Rupert Murdoch's nascent Fox TV network after repeated

One of the many ironies of the QVC bid for Paramount Communications is the opportunity that it could give Mr Barry Diller to oust Mr Martin Davis, his old adversary

clashes with Mr Martin Davis, the then new chairman of Paramount Communications. One of the many ironies of the QVC bid is the opportunity it could give Mr Diller to oust Mr Davis, his old adversary.

He left Mr Murdoch's News International empire in February last year, wanting a company of his own to run, and after nine months of casting around found it at QVC - a choice which amazed him by selling \$1.2m of dresses in just 100 minutes of airtime.

Futurists have been forecasting for years that home shopping is going to be a huge business, yet throughout the 1980s it failed to take off.

Now, however, Mr Diller may have caught a breaking wave. QVC is

already growing strongly, with first-half revenues up 18 per cent to \$536m and underlying earnings up 57 per cent at \$30.9m. Early next year, it will add a new, more contemporary home shopping service, called Q2, to add to

industry which regarded home shopping as little more than a butt for

its two shopping and fashion channels.

It is also in the throes of a stock swap merger with its chief rival, Home Shopping Network QVC, which reaches some 47m US homes, targets the upper end of the market, while Home Shopping, with 60m homes, is more down-market. However, there have been rumblings that some Home Shopping directors are unhappy at the merger terms, and the Paramount bid could sideline this deal. However big the promise of home shopping, it will be just one entertainment/information segment in a multi-media industry which could offer consumers hundreds of television channels.

For all the technological advances which make this possible, the key to attracting viewers will be entertainment "software" of the kind Mr Diller produces so well. Yet Viacom too has shown itself to be on the cutting edge of popular entertainment.

The choice facing Wall Street is between the man behind Bart Simpson and the one ultimately responsible for the latest US teenage fad - two pernicious MTV cartoon characters called Beavis and Butt-head.

Man behind Bart Simpson holds key to QVC bid

Martin Dickson on the choice facing shareholders in the \$9.5bn takeover contest for Paramount

NEWS DIGEST

Sun Micro and Amdahl form partnership

SUN Microsystems, a leading supplier of workstation computer systems, has entered a strategic alliance with Amdahl, a California technology company specialising in large mainframes, writes Frank McQuade in New York.

The agreement, which involves marketing as well as software development activities, will help both companies shore up areas of weakness. By agreeing to sell Sun's servers used to link workstations into networks - Amdahl will broaden its product range beyond the mainframe market, which has shown poor growth in recent years.

Sun will gain access to Amdahl's customer base of large companies.

Creditors close in on Curragh

CREDITORS have closed in on Curragh, the Canadian lead-zinc producer, following the company's failure to raise new equity in Europe, writes Robert Gibbons.

Curragh, which has been in bankruptcy protection since

April and has closed mines in north-west Canada because of low base metal prices, has been trying to raise up to C\$75m (US\$59m) in new equity since early last year.

The bid for Paramount, with assets ranging from the Paramount Pictures film studios to the Prentice Hall book publishing company, represents a huge leap towards Mr Diller's goal.

Mr Clifford Frame, chairman, negotiated a C\$50m infusion from Korea Zinc and Samsung, but the deal fell through two weeks ago. His attempts to find a white knight in Europe failed last week.

An Ontario court has put Curragh's Faro mine into receivership on behalf of unsecured note-holders owed almost US\$250m. Earlier, the Bank of Nova Scotia was allowed to appoint a receiver for two other mines.

Not any more. Even before

President Bill Clinton's planned healthcare revolution,

to be unveiled tonight, the largest US health insurers have been going through a quiet revolution of their own.

For those that can stay the course after the shock to the system delivered by the president's plan, that process is likely to accelerate.

Insurers, whose escalating premiums are for most Americans the clearest sign of a medical system out of control, have long been regarded as the villains of the US health care industry. That popular perception, they claim, has made them an easy target for politicians.

The Clinton plan will effectively

Healthcare insurers prepare for a shock to the system
Richard Waters previews a US medical revolution

RUNNING a health insurance company used to be a simple business: you raised premiums each year to match escalating medical costs, and processed mountains of claims.

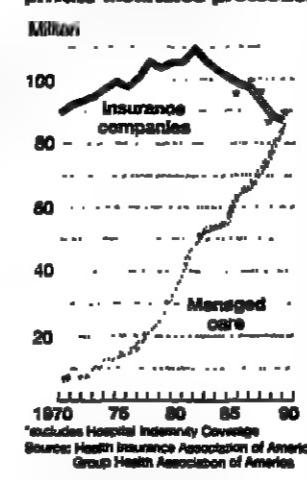
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The Clinton plan will effectively

Number of persons with private insurance protection



Aetna has been striving to hold costs down by reviewing medical procedures and getting second opinions. The result has been an increase in overhead costs, but falling payments to providers. "For every \$1 you spend, you save between \$4 and \$10," says Mr Will Jones, a director of Aetna's health insurance business.

The move into managed care, combined with three years of sharply rising premiums and slowing inflation in healthcare costs, has made health insurance a profitable business again after losses for much of the 1980s. Cigna will make operating profits of \$400m from the business this year, compared with \$275m at Aetna, estimates Mr Western Hicks, an analyst at Sanford C. Bernstein. At a time when their property/casualty operations are struggling to make a profit, such earnings are helping to sell some of the biggest insurance groups.

The regional health alliances, through which all consumers will end up buying cover, will recommend only a handful of plans in their area: getting on this list will make the difference between securing a large local market and losing out altogether (only companies employing more than 5,000 will be able to buy cover outside the alliances, providing too narrow a market to support many local providers of health plans).

The big insurers, which tend to be thinly spread and yet to be squeezed out of many areas by local HMOs and Blue Cross/Blue Service plans. A large local market share gives a managed care organisation more clout to negotiate with providers, says Mr David Koppe, treasurer of United Healthcare, an HMO which covers 2.3m people. United, one of the largest HMOs, has concentrated on being one of the two biggest providers in the 18 cities in which it operates.

In this business, the big insurers have a long way to go. "We don't feel the competition is from the large insurance companies," says Mr Koppe.

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COMPAGNIE BANCAIRE
\$300,000,000
Floating rate notes due
1995 initial Tranche
\$200,000,000

For the interest period
20 September 1993 to 20

December 1993 the notes will
bear interest at 5.9375% per
annum. Interest payable on
20 December 1993 per
\$100,000 note will amount
to \$1,480.479.

Agent: Morgan Guaranty
Trust Company
JPMorgan

NBD BANCORP, INC.
US\$100,000,000
Floating rate subordinated
notes due 2005

Notice is hereby given that
for the interest period
22 September 1993 to 22
December 1993 the interest
rate has been fixed at
5.25%. Interest payable on
22 December 1993 will
amount to US\$132.71 per
US\$10,000 note.

Agent: Morgan Guaranty
Trust Company
JPMorgan

W\$50,000,000,000

Province de Québec

Floating Rate Notes Due 1997

Interest Rate: 3.70963%

Interest Period: from 22nd

September, 1993 to 21st March 1994

Interest Payable Per:

USD 250,000 Note: USD 4,764.61

USD 500,000 Note: USD 9,522.22

By Fuji Bank (Luxembourg) S.A.

Agent Bank

September 22, 1993

CHASE

Korea Exchange Bank:
USD 100,000,000

Floating Rate Notes Due 1997

Interest Rate: 7.6875%

Interest Period: from 22nd

September, 1993 to 21st March 1994

Interest Payable Per:

USD 250,000 Note: USD 4,764.61

USD 500,000 Note: USD 9,522.22

By The Chase Manhattan Bank, N.A.

Agent Bank

September 22, 1993

CHASE

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INTERNATIONAL COMPANIES AND FINANCE

Jardine Matheson chief in surprise resignation

By Simon Davies
In Hong Kong

MR Nigel Rich has resigned as managing director of Jardine Matheson. He will be replaced by Mr Alasdair Morrison, currently managing director of Hong Kong Land Group, Jardine's property investment arm.

Mr Rich had been "taipan" of Jardine since 1989, taking the helm during a period predominated by politics, as the Jardine group made its attempt to side-step Hong Kong stock market regulations and gain a primary listing in London.

He also led the group's expansion overseas, with Hongkong Land taking a 25 per cent stake in Trafalgar House, the UK construction and property group.

Other notable group deals included Jardine Strategic



the group's Dairy Farm arm. The announcement of his departure, which will take place in March 1994, came as a surprise. However, Mr Rich said he had only wanted to take on the job for five years. "I had always had it in mind that my successor should have a good run in before 1997," he said.

He will return to London in 1994, where there is speculation that he may be offered a role in Trafalgar House.

Mr Morrison has been with the group for 22 years, and had long been seen as the eventual successor to Mr Rich, who had also risen through the ranks of Hongkong Land.

The reshuffle is not expected to lead to any changes in Jardine's management strategy, which is strongly influenced by its largest single shareholder, the Keswick family.

Group turns in 14% profits rise

By Simon Davies

JARDINE Matheson Holdings, the diversified Hong Kong trading and investment company, yesterday reported improved first-half profits and announced a sharp rise in the interim dividend.

Net profit for the first half of 1993 rose by 14 per cent to US\$173.8m, up from US\$151.8m a year earlier. The interim dividend is going up to 63 cents a share from 37 cents.

Turnover - up 8 per cent at US\$4.04bn - grew more slowly, reflecting adverse conditions for the trading and distribution business in Japan, and slower car sales in Hong Kong.

Of the group's other listed operations, Dairy Farm and

Hong Kong Land both reported steady earnings growth, while Mandarin Oriental's profits were flat.

Mr Henry Keswick, chairman, warned of the continuing effects of the economic slowdown in Japan. He added that China's austerity measures would have an adverse impact on business in the current six months.

However, he stressed that the group continued to benefit from strong financial markets in the Asia-Pacific region.

"Our diversified businesses and financial strength should enable us to achieve satisfactory earnings growth for the full year," Mr Keswick said.

The issue is being lead managed by County NatWest and Macquarie Equities, and is expected to be presented to the TNT board later this week.

• The R&D Bank of Western Australia plans to change its name to Bank of Western Australia and to reduce its staff by 12 per cent, or 400 people, Reuter reports.

The bank is owned by the Western Australian state government. Mr Warwick Kent, managing director, said the jobs would go as a result of an operations review, although no branches were expected to close.

Atlantic and Ameritech when the two US telephone companies acquired Telecom in 1989 for NZ\$4.25bn.

Yesterday the four men, acting through their private investment companies, exercised the options, paying the US companies NZ\$1.8m a share.

The shares were immediately sold for NZ\$3.82.

Sir Michael and Mr Rich-

Sagasco rejects A\$760m Boral offer

By Nikki Tait in Sydney

SAGASCO, the owner of South Australia's suburban gas network and various production assets, yesterday said that the A\$760m (US\$495m) bid from Boral, the building materials group, was "not fair and reasonable".

In support of its bid defence, the company released a valuation by Grant Samuel, the merchant bank, which suggested that Sagasco was worth between A\$3.02 and A\$4.29 a share, in contrast to the A\$3.50 which Boral is proposing to pay.

Boral said later that it had not considered raising its offer and still believed that the offer was fair.

The South Australian state government retains a 33 per cent interest in Sagasco, having sold a 19.9 per cent stake to Boral at A\$2.40 a share. It said yesterday that no decision had been taken over its holding, but that it would seek to maximise its return.

"We will go for the best possible price that somebody will actually pay," commented the authorities.

• TNT, the troubled transportation group, yesterday insisted that its plans for some form of capital-raising exercise had not yet been finalised.

The stock market has been awash with rumours of a A\$300m preference share issue, and the expectation that an issue was being finalised sent TNT shares up by four cents to A\$13.80 yesterday.

The issue is being lead managed by County NatWest and Macquarie Equities, and is expected to be presented to the TNT board later this week.

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Public ambitions of Bimantara

Indonesian group is poised for more flotation, says William Keeling

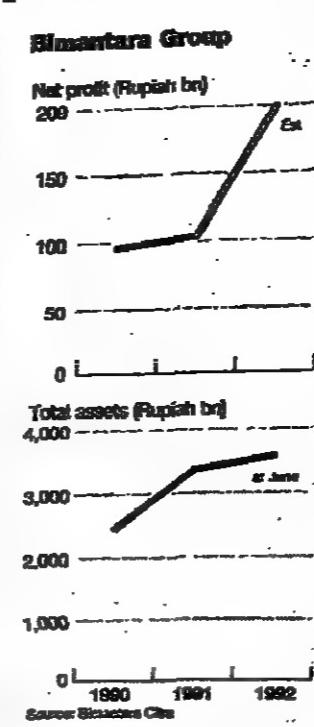
BIMANTARA Group, one of a small number of fast growing conglomerates which dominate Indonesia's private sector, may be about to float further subsidiaries on the Jakarta stock market.

The company has expanded rapidly since its formation in 1982. It has almost 70 subsidiaries in sectors as diverse as chemicals, tourism, financial services and animal feed, and has built up assets of more than \$1.75bn.

But Bimantara has a reputation for secrecy as well as for rapid growth. Analysts say the group's expansion has relied in part on the political connections of its founders, led by Mr Bambang Tribatmadjo, President Suharto's second son, who owns 38 per cent of Bimantara Citra, the group's holding company.

The group has been adept at winning government contracts, often without open tender, and has been adopted as a local partner by many foreign companies undertaking large projects in Indonesia. Other shareholders include Mr Indra Rukmana (Mr Tribatmadjo's brother-in-law) who has a 30 per cent stake.

Important projects currently under way include a \$100m toxic waste processing plant in partnership with Waste Management International of the US; a \$350m proposal to own the country's next generation of communication satellites; a



joint venture with Indonesia's Barito Pacific Group for a \$1.5bn petrochemicals plant in West Java; and a proposal with Siemens of Germany to build, own and operate a \$200m power station in East Java.

Some analysts say that the company collects businesses in an ad hoc manner, has a weak management structure and depends too heavily on debt financing provided by state banks.

Profits, however, have risen

rapidly, with net earnings moving up from Rp58bn (\$45m) in 1990 to an estimated Rp200bn for 1992.

Three subsidiaries account for 50 per cent of its earnings. They are Food Specialities, a dairy products joint-venture with Nestle; International Timber Corporation, a forestry and wood products company; and Japfa Comfeed, Indonesia's second largest animal feed producer, in which Bimantara has a 20 per cent stake.

By turning subsidiaries public and attracting foreign shareholders, conglomerates will have a measure of protection against a political backlash under a future government, says one observer.

Analysts question how attractive its subsidiaries will be to foreign investors. When the group took its Plaza Indonesia hotel and shopping mall subsidiary public last year, it preferred to place the shares almost entirely with Indonesian state pension funds.

Brokers say the shares, which have seen almost no trade, are among the stock market's most expensive on a price-to-earnings ratio.

Some of its subsidiaries, however, enjoy monopoly trading rights and have attracted criticism. The World Bank in a recent report described Bimantara's monopoly on citrus fruit trade in West Kalimantan, granted in 1991, as "hurting poor farmers and less well-off customers. Unemployment and labour migration have increased".

Mr Afzal says that only about six subsidiaries currently meet the Jakarta stock exchange's listing requirements, which include audited accounts recording an operating profit for more than two years.

Brokers argue Bimantara and other conglomerates close

to the current government are keen to complete the flotation before President Suharto, who has led the country for over 25 years, leaves office.

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Brokers argue Bimantara and other conglomerates close

Bondholders opt for YPF shares

By John Barham
in Buenos Aires

cent was reserved for holders of Bocoms at the original flotation price of \$19 a share.

In 1991 and 1992, the government issued \$8.4bn worth of 10-year floating rate Bocoms to suppliers and pensioners in lieu of payment and pension rights. Pension holders were offered \$2.3bn in bonds convertible into YPF shares. To win support for the flotation of YPF, the government offered to buy back Bocoms at 79 per cent of face value.

It is believed that many pensioners have sold their Bocoms on the secondary market, where they are currently fetching 80 per cent of face value. YPF shares have risen by

more than 25 per cent to \$34, giving investors and pensioners a substantial gain. However, the shares cannot be sold for at least a year.

The government has issued a further \$1.3bn in Bocoms to suppliers. They can also convert the bonds into equity, but will have to wait until pensioners have taken up their rights.

Once conversion is completed, the government's holding in YPF will be reduced to 20 per cent. Employees will own 10 per cent and private investors 70 per cent.

For the first half of 1992, YPF reported net income of \$340m, up 30 per cent on the first half of 1991.

Kawasaki, in conjunction with a Philippines group, will bid for the shipyard at a tender to be held early next month.

The Japanese company owned 40 per cent - with a Philippines state investment group holding the rest - when the shipyard began life in 1976. It reduced its stake to 4 per cent in 1988 after the shipyard fell into financial difficulty.

Arab Banking Corporation (B.S.C.)

Floating Rate Notes Due 1996

Interest Rate	5 1/4% per annum
Interest Period	22nd September 1993 22nd March 1994
Interest Amount per U.S. \$10,000 Note due	U.S. \$263.96
22nd March 1994	
CS FIRST BOSTON Agent	

U.S. \$100,000,000



Arab Banking Corporation (B.S.C.)

Floating Rate Notes Due 1996

Interest Rate	5 1/4% per annum
Interest Period	22nd September 1993 22nd March 1994
Interest Amount per U.S. \$10,000 Note due	U.S. \$263.96
22nd March 1994	
CS FIRST BOSTON Agent	

Helaba Finance B.V.

Amsterdam

U.S.\$100,000,000

Guaranteed Floating Rate Notes Due 1996

(Coupon No. 15)

In accordance with Note conditions, notice is hereby given that for the interest period 22nd September, 1993 to 22nd March, 1994 (181 days), an interest rate of 3 1/4 per cent, per annum, will apply.

Amount per coupon (No. 15) = U.S.\$332.73

Payable on the 22nd March, 1994.



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**On September 24,
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The IMF, World Bank and International Finance Corporation will

ts with
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Mucklow record ends with 11% fall

By David Blackwell

A RECORD of 24 years of unbroken profit growth has ended at A&E Mucklow Group, the West Midlands based property investor and developer, as it finally succumbed to recessionary pressures.

The group reported pre-tax profits down 11 per cent from £10.9m to £9.57m for the year ended June 30. Earnings per share slipped to 6.42p (7.72p) while the dividend was stepped up to 6.103p (5.925p) with a final dividend of 1.103p.

Net asset value per ordinary share had fallen from 155p to 14p by the end of the period.

Mr Albert Mucklow, chairman, said that in spite of continued expansion, the group's investment portfolio "could not escape the fall in property values generally throughout the UK".

The level of new lettings had failed to counteract the effect of tenant failures and non-renewal of leases. The group's

vacant space increased from 1.16m sq ft to 1.22m sq ft during the year.

However, there was "considerable evidence" that the worst of the recession was now past, and he expected the vacancy level to start falling.

A professional review had given the industrial and commercial property portfolio a value of £206.8m, which involved a reduction in the revaluation reserve of £11.1m. These figures have been incorporated in the accounts.

A review of the group's other property, including its residential land bank, gave rise to a surplus of £2.51m above book value, which has not been incorporated in the accounts.

Rental income and turnover from continuing operations rose from £18.8m to £20.1m, giving an operating profit of £1.4m (£1.6m). Also there was £92,000 (£82,000) made from the disposal of properties.

Net interest paid rose from £3.74m to £5.8m.

M&S Unit Trust replaces manager

By Norma Cohen

MARSH and Spencer Unit Trust Management, the unit trust arm of the clothing retailer, said it has replaced one of its three quantitative fund management companies with a manager offering a traditional stock selection approach.

Some leading pension fund consultants have recently been urging clients to consider selecting managers with contrasting styles to avoid a concentration of investment in a single type of stock or sector.

Mr Robert Coyle, managing director of M&S Unit Trust Management Ltd, said the shift occurred in the company's UK Selection Portfolio with £220m in assets which invests exclusively in UK equities.

Edinburgh-based Badis Gifford has replaced Delaware International Advisers as investment managers of 30 per

cent of the assets effective October 1. The two other managers are BZW Investment Management - which uses quantitative techniques to invest in a portfolio of stocks that matches the FT-A All Share Index - and GMO Woolley - which uses quantitative techniques to pick so-called value stocks. Delaware had been using quantitative techniques to develop so-called dividend discount models.

"We are conscious of too great a similarity in the management styles of Delaware and the other two investment managers", Mr Coyle said.

While performance of all three managers has been very good over the past 18 months, a recent analysis of equities in all three portfolios showed a heavy concentration in what are regarded as cyclical stocks, an exposure which he believes is unlikely to offer the best returns in the future.

NEWS DIGEST

Wolstenholme Rink shows 20% advance

WOLSTENHOLME RINK, Lancashire-based printing industry supplier, announced pre-tax profits 20 per cent ahead from £1.68m to £2.02m for the first half of 1993, on turnover of £26.6m, against £24.7m.

The result, which followed a 49 per cent jump in profit to £3.46m for 1992, reflected a recovery at Charles Openshaw following a reorganisation, and a cut in interest costs from £40.000 to £215,000.

Following the period end the company acquired the resins and varnish business of Leon Frenkel. It will make a contribution to the results in the last five months of the present year.

Earnings per share were 16.5p (14p) and the interim dividend is raised from 6.5p to 6.8p.

Cadbury gets sweet in Argentina

Cadbury Schweppes has taken a foothold in the South American confectionery market with the purchase of 60 per cent of Productos Stain, based in Buenos Aires, Argentina.

Founded in 1912, privately-owned Stain is stated to be that country's leading branded sugar confectionery maker and had sales of US\$85m (£55m) for the year ended September 1992 with net tangible assets at that date of \$25m.

The South American confectionery market is estimated at about 700,000 tonnes, with Argentina producing 130,000.

The consideration has not been disclosed.

Chillington to sell Anglo-Eastern stake

Chillington Corporation, the conglomerate with interests in property, plantations and engineering, is selling most of its holding in Anglo-Eastern Plantations to Genton International of Hong Kong for £6.57m.

Following the deal Genton will make a full offer for the rest of Anglo-Eastern at 68p a share, the price paid for the 12.5m shares (48.06 per cent) held by Chillington.

At August 31 1992 value of the ordinary was 85.1p.

In the latest half year total revenue was £1.23m (£1.06m) and earnings per share worked through at 3.1p (2.65p).

Southern Newspapers ahead at £7.5m

By David Blackwell

BOOSTED BY a disposal surplus and lower interest charges, Southern Newspapers, the regional newspaper group, lifted pre-tax profits to £7.5m for the 53 weeks ended July 3 1993, against £7m for the previous year.

In line with the continuing difficult trading conditions on the south coast, advertisement revenue fell by over 2 per cent, but this was offset by gains in contract printing revenue and newspaper sales revenue to give an overall lift in turnover from £29.55m to £31.1m.

Earnings per share increased by 25 per cent to 21.8p (17.4p), helped by the company's buy-back of 5.2m shares from Markeeth, another property company, for £13.1m in November 1992. Net assets were 408p a share (411p).

Mr Phillip Davies, managing director, said yesterday that the company was well pleased with the results: "Against the backdrop of a really difficult year we have held our net asset value and improved

Sufficient resources to benefit from position of low gearing Frogmore rises 10% to £10.7m

both the profits and the dividend. We have put the company in a position of low gearing, with sufficient resources to benefit from this point in the property cycle."

Operating profits rose from £12m to £15.5m on turnover ahead at £46.3m (£41.5m).

The latest operating figure includes a charge of £1.52m for litigation costs arising from a dispute over the acquisition of Land Investors by ECPI in 1986. No further costs are expected.

Most of the gain at the operating level came from higher rental income. The company said the contracted rent roll was up 6 per cent to £19.3m (£18.2m). It had no developments in progress or vacant build-

ings of any significance. Shares of profits from associates were £15.7m compared with a previous loss of £15.0m.

Net interest payable rose from £1.75m to £2.1m. Mr Davies said this reflected increase in borrowings following the share buy-back and the purchase of new proper-

ties. Net borrowings were £66m (£46m) at the year-end, giving gearing of 43 per cent (28 per cent).

However, borrowings had fallen since the rights issue, although the group has spent £21m on acquisitions, Mr Davies said.

A final dividend of 12.4p (11.8p) proposed, giving a total for the year of 16p (15p).

CI makes £0.91m in difficult trading

CI GROUP, the steel and engineering combine, reported a pre-tax profit of £19.05m for the six months ended July 31 1993, compared with £36.00m adjusting for PRS3.

Mr Patrick McTigue, chairman, said overall sales were held at £35.3m but at the expense of margins. Operating profit fell from £2.19m to £1.35m but was maintained at a similar level to the second half of last year.

Interest payable dropped 24 per cent to £375.000. Exceptional items of £56.000 (£101.000) were charged and the previous half year suffered a £558.000 loss on sale of discontinued operations.

The chairman said the outlook for those sectors which affected group business was "still far from clear" and progress for the rest of the year was likely to remain constrained.

Given current trading conditions it could well be the latter part of the financial year, at the earliest, before "we see the benefit of any recovery," he added.

Interest per share for the half year came to 6.69p (same). The interim dividend is 0.4p (0.35p).

Expansion costs hold back Brake

By Catherine Milton

THE COSTS of starting one business and expanding another held back operating margins at Brake Brothers, the supplier of frozen and chilled foods to the catering trade. As a result interim pre-tax profit was slightly ahead from £7.12m to £7.14m.

"Although the UK catering market remains dull, we expect growth in sales and are poised to take advantage of any recovery," said Mr William Brake, chairman. The company planned to continue expansion

and had "opportunities under review".

Margins at the operating level fell from 6.1 per cent to 4.8 per cent in the six months to June 30 1993.

Operating profits of £7.78m (£7.88m) had lagged a partly organic improvement in sales to £160.5m (£126.4m), because of the costs of a continuing investment in a new chilled fine foods business. The costs contributed towards a fall in profit of £1.1m which had been absorbed within the operating profits of the UK Food service division.

Country Choice Foods, a frozen products supplier to the independent bakery market, acquired for shares in May at a price of between £10m and £14m depending on profitabil-

ity, contributed a maiden £3.85m to turnover. Brake was "pleased" with its progress.

Excluding acquisitions, capital expenditure totalled £7m, including £2m on additions and replacements to the motor fleet, £700,000 on completion of a new Aberdeen satellite depot, and £500,000 to cover premises in Birmingham for new chilled fine foods service.

Interest charges rose to £844,000 (£563,000). The balance sheet "continued to be strong".

From earnings per share of 10p (10.3p) the interim dividend is raised to 2p (1.85p).

INFORMATION FROM THE BANK OF ENGLAND



ISSUE OF £3,250,000,000

6 3/4% TREASURY STOCK 2004

INTEREST PAYABLE HALF-YEARLY ON 26 MAY AND 26 NOVEMBER FOR AUCTION ON A BID PRICE BASIS ON 29 SEPTEMBER 1993

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Price bid less £50 per £100 nominal of Stock

£50 per £100 nominal of Stock

with a non-competitive bid with a competitive bid

250 per £100 nominal of Stock payable on 15 November 1993

This Stock will be issued as an investment falling within Part II of the First Schedule to the Trustee Investments Act 1981. Application has been made to the London Stock Exchange for the Stock to be admitted to the Official List on 30 September 1993.

THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND

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This advertisement is issued in compliance with the regulations of The International Stock Exchange of the United Kingdom and Republic of Ireland Limited ("the London Stock Exchange"). It does not constitute an invitation or offer to subscribe for or purchase shares. Application has been made to the London Stock Exchange for the whole of the ordinary share capital of Wiggins Group p.l.c. ("the Company"), issued and to be admitted to the Official List. Details are expected to commence in the new Ordinary shares and the Placing shares (fully paid) and to commence in the Rights shares (not paid) on October, 1993.

WIGGINS GROUP p.l.c.

(Incorporated and registered in England under the Companies Act 1948-1980 No. 357916)

Capital Reorganisation
Acquisition of development properties
Placing of 280,000,000 new Ordinary shares
and
a Rights Issue of up to 63,548,108 new Ordinary shares

SHARE CAPITAL

following the Capital Reorganisation, Placing and the Rights Issue

Authorised	Issued and now being issued fully paid	£ Number
8,000,000	8,000,000 in ordinary shares of 1p each	4,462,022 446,202,162
1,270,962	127,096,216 in deferred shares of 1p each	1,270,962 127,096,216

No application for listing will be made for the deferred shares.

Wiggins Group p.l.c. is a developer of commercial and industrial projects and a house-builder specialising in the development of residential communities.

Copies of the listing particulars relating to the Company may be obtained during normal office hours up to and including 7th October, 1993 from:

Charlton Seal
a division of Wise Speke Limited
8 King Street
Manchester M60 2EP

R.A. Coleman (International) Limited
48 Albemarle Street
London
W1X 3FE

and at the registered office of the Company, which is at 36 Beaufort Court, Admirals Way, South Quay, London, E14 9XL, and by collection only, for 48 hours from the date of this notice, from the Company Announcements Office at the London Stock Exchange, London Stock Exchange Tower, Capel Court entrance, off Bartholomew Lane, London, EC2N 1HP.

This advertisement is issued in accordance with the regulations of the London Stock Exchange. It does not constitute an invitation to the public to subscribe for, or any offer to sell, Allen plc shares. Allen has applied to the Official List on 21 September 1993, and it is the intention of the Company to apply to the Official List on 15 October 1993. The Directors of the Company are also making application to the Official List, by way of an introduction, of the rights issue issued above capital. It is expected that admission to the Official List will become effective and that dealings will commence on 18 October 1993.

Allen Plc

(Incorporated in England and registered in England under the Companies Act 1963
Registered No. 297480)

**Placing and Open Offer
and
Introduction to the Official List
arranged by
Barclays de Zoete Wedd Limited**

Share Capital
After the Placing and Open Offer, the authorized and issued share capital of the Company is as follows:
Authorized
£1,400,000.00
Ordinary Shares of 5p each
Issued and now being issued fully paid
£1,312,704.40

Allen is the holding company of a group engaged in housebuilding, plant hire and sales, building contracting and property development and investment.

Copies of the Listing Particulars may be obtained during normal business hours, up to and including 24 September 1993, by collection only, from The Company Announcements Office, the London Stock Exchange, London Stock Exchange Tower, Capel Court entrance, off Bartholomew Lane, London EC2, and up to and including 15 October 1993 (including Saturdays and Bank Holidays) from:

Allen Plc
Hall Street
New Spruce, Wigton
Cumbria WN2 1DL

Barclays de Zoete Wedd Limited
30 Finsbury Street
London EC2 2AS

de Zoete & Brown
Bishop House
2 Seven Dials
London WC2R 3TS

22 September 1993

MUCKLOW Results 1992/93

Largest owner of industrial estates in the West Midlands

* Increased Dividend	6.103p net	(5.925p)
* Pre-Tax Profit	£9.67m	(£10.91m)
* Property Portfolio valued at	£206.83m	(£204.56m)
* "Conditions now improving" - Albert J. Mucklow, Chairman		

A&J MUCKLOW GROUP plc
Haden Cross, Cradley Heath, West Midlands B64 7JB

The Annual Report and Accounts will be circulated to shareholders on 16th October 1993.

Tarmac PLC

Notice to the holders of

£107,500,000
9% per cent. Convertible Capital Bonds 2006
("the Bonds")

in
Tarmac Finance (Jersey) Limited
Adjustment to Exchange Price

Pursuant to Clause 7(C) of the Trust Deed dated 4th April, 1991 (as amended) constituting the Bonds ("the Trust Deed"), notice is hereby given as follows:

On 21st September, 1993 Tarmac PLC announced an issue of 103,482,000 new Ordinary Shares of 50p each in the capital of Tarmac PLC by way of rights to ordinary shareholders on the register the close of business on 10th September, 1993 at a price of 125p per share on the basis of 1 new Ordinary Share for every 4 Ordinary Shares then held.

The Exchange Price (as defined in the Articles of Association of Tarmac Finance (Jersey) Limited ("the Articles")) applicable to any conversion and exchange of Bonds is, with effect from the date of this notice, adjusted (in accordance with the Articles and the Trust Deed) from 250p to 284p.

Copies of the circular sent to ordinary shareholders detailing the terms of the rights issue are available from the Company Secretary at the address below:

Hilton Hall
Essington
Wolverhampton WV11 2DQ

22nd September, 1993

APPOINTMENTS ADVERTISING

Appears every Wednesday & Thursday (UK) and Friday (Int'l only). For further information or to advertise in this section please call:

Andrew Skarzynski on 071-873 3607

Mark Hall-Smith on 071-873 3460

Gareth Jones on 071-873 3199

Rachel Hicks on 071-873 4798

JoAnn Gredell 0101 212 752 4500

Yule Catto in £30m rights to fund purchase

By Richard Gourlay

YULE CATTO, the industrial chemicals group, is to raise £28.7m through the first rights issue in its history to buy 50 per cent of a German synthetic rubber latex company and to reduce debt.

It is paying £18.2m for the purchase of the stake in Symthomer Chemie from Chempac, ultimately owned by Metallgesellschaft, after a one-for-six rights issue at 215p.

The shares fell 18p to 259p on news of the rights and the group's interim results for the six months to June 30, which disclosed a pre-tax profit fall from £10.2m to £9.26m on sales up 12 per cent at £140.6m.

The deal will strengthen Yule Catto's links with Reichhold Chemicals of the US, the subsidiary of Daikinippon Ink of Japan. Reichhold owns the other 50 per cent of Symthomer and is also the joint venture partner in Doverstrand, another latex joint venture with Yule Catto.

Mr Alex Walker, Yule Catto chief executive, said bringing the two joint ventures together under common ownership would open up opportunities to rationalise marketing, research and manufacturing and help create a pan-European

synthetic latex rubber business.

For the year ended September 30, 1992 Symthomer made profits before exceptional items of £5.4m and profits before tax of £2.8m. Its net assets were £7.1m.

The rights issue would reduce group gearing which at the end of the first half was 43 per cent on net debt slightly up on the same period last year at £20.7m.

Earnings per share fell from 7.5p to 6.5p but the interim dividend is lifted from 2.5p to 2.6p.

Mr Walker said the fall in profits mainly stemmed from the poor performance of the building products division in Holland, Belgium and France.

Yule Catto's largest shareholder, Kuala Lumpur Kepong, which owns 29.5 per cent, has irrevocably agreed to take up its rights. The balance is underwritten by Morgan Grenfell.

Lord Catto, chairman, said the bringing of Symthomer and Doverstrand under common ownership would strengthen the international business.

Doverstrand has enjoyed a long standing technical and commercial relationship with Symthomer through its common shareholder, Reichhold Chemicals," he said.

COMPANY NEWS: UK

Starmin shareholders back Abdallah reappointment

By Catherine Milton

SHAREHOLDERS of Starmin, the loss-making quarry products company chaired by Lord Parkinson, the former Conservative cabinet minister, yesterday backed the reappointment of a director who is considering taking legal action against the company.

Lord Catto, chairman, said the bringing of Symthomer and Doverstrand under common ownership would strengthen the international business.

"Doverstrand has enjoyed a long standing technical and commercial relationship with Symthomer through its common shareholder, Reichhold Chemicals," he said.

directors in July, a month before the company rescinded its dividend and announced 1992 pre-tax losses had been understated by £3.8m, deepening them to £11.9m.

The adjustment followed a review of accounting policies which focused on profits booked on asset swaps.

Lord Parkinson, whose job attracts an annual salary of £25,000, confirmed the possibility of legal action against the company by either or both of the brothers, who had run Starmin since 1989.

During yesterday's meeting which lasted just 18 minutes, Lord Parkinson said, in

response to shareholders' queries, that Mr Raschid Abdallah, his family and allied interests "do speak for nearly 30 per cent of shareholders and they feel that it is right that that 30 per cent should be represented on the board."

He said the board, which abstained in the vote, believed it would not be in the interests of the company or shareholders for him to comment further because of the possibility of legal action.

Mr Raschid Abdallah refused to comment and is understood to have reached no firm decision on legal action.

Weak consumer demand and falling car production hit BSG

By Tim Burt

BSG INTERNATIONAL, the Birmingham-based motor components, vehicle distribution and childcare products group, has blamed weak consumer demand and falling European car production for flat pre-tax profits of £2.53m in the first half of 1993, compared with £2.56m.

The result, which the company said had been held back by difficult trading conditions at the end of 1992 and earlier this year, were achieved on higher turnover of £281.8m (£287.3m).

Although the decline in profitability had been offset by fall-

ing interest rates and funds raised in April, earnings per share fell from 2.63p to 2.07p.

The interim dividend is maintained at 0.7p.

Mr Astley Whittall, chairman, said the reduced earnings reflected a higher tax charge arising from increased profits in Germany and the impact of the rights shares.

A 15 per cent fall in European car production increased the pressure on margins in the group's UK and French sun roof and mirror manufacturing operations.

Growth, in the meantime, in the car leasing sector was hampered by fleet users delaying

vehicle replacements, the directors stated.

Recession in the airline industry, meanwhile, also dampened demand for BSG equipment for aircraft interiors. Mr Whittall warned that the sector would have to be restructured in the fourth quarter to reduce costs and improve efficiency.

The difficulties of these sectors contributed to a 5.6 per cent decline in interim operating profits to £11.1m (£11.7m).

Nevertheless, Mr Whittall said satisfactory performances by operations in Australia and the US, and improved profits on production of child safety seats, were encouraging.

Ivernia lead/zinc study nearing completion

By Peter Franklin

IVERNIA West, the Irish minerals exploration company, yesterday announced a reduced loss for the year of £2.60m (£433,000), down from £2.65m, and confirmed its belief that the Lisheen joint venture, in which it has a 47.5 per cent interest, was the largest lead/zinc discovery in Europe for decades.

Feasibility and environmental studies at Lisheen are nearing completion and will shortly be presented to the joint venture, the directors said.

Following this, the joint venture would lodge a full planning application.

Mincoro, a 24.5 per cent shareholder in Ivernia and Ivernia's intended 50 per cent partner in the project, has made loans of some £3m (£1.9m) available to the com-

pany along with sums to cover land acquisition costs.

Progress on the project has been balked by difficulties arising from Chevron's decision to dispose of its 62.5 per cent interest in Lisheen.

Chevron had agreed to sell its interest to Ivernia, and had accepted a \$3m deposit. However, completion of the sale has been delayed by a challenge in the Dublin High Court by Lac Minerals.

Ivernia also announced that agreement had been reached for the disposal of its Famous Blue gold deposit along with its Double A plant and equipment for \$1.2m (£510,000) in cash and shares.

All of Ivernia's remaining Australian assets have been acquired by Leader Resources, in which Ivernia has a 20.5 per cent interest.

MTL falls to £2m despite pound's fall

Pre-tax profits of MTL Instruments, the USM quoted maker of electronic measuring devices, fell by 21.5m to £2.1m in the half year to end-June. The comparative, originally reported as £2.2m, was restated to comply with FRS 3.

Turnover, however, rose by 15 per cent from £2.29m to £2.47m. The improvement, the directors said, reflected strong recovery in the US and continued growth in Europe.

The weaker pound had benefited both sales and profits, they added.

Earnings per share were 7.4p (11.8p) and the interim dividend is 1.7p (1.6p).

Mr Ian Hutchison has stepped down as chief executive but remains as chairman. He is succeeded by Mr Barry Marson, who was formerly a non-executive director.

beings challenged by British Midland, Aer Lingus' main rival on the Dublin-London route.

Sir Michael Bishop, the British Midland chairman, said that Aer Lingus' financial problems were partly caused by exaggerated low Dublin-London fares. Pointing out that the Irish airline - although roughly the same size as British Midland - employed 8,000 people compared with his own company's 2,500, "They [Aer Lingus] are knocking up staggering losses." Sir Michael said, adding that a decision by the EC Commission to block the request for £17.5m aid would be "progress".

But he said the EC also had to crack down on state aid



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COMMODITIES AND AGRICULTURE

LME's 'despicable' copper intervention criticised

By Kenneth Gooding,
Mining Correspondent

THE LONDON Metal Exchange board was strongly criticised yesterday for allowing an hour to go by between the end of a meeting at which directors decided to intervene to stop the "squeeze" in the exchange's copper market and the announcement of that decision. During that hour the copper price fell "precipitously," said Mr John Champagne, a vice-president of Magma Copper, the third-largest US copper producer.

In an outspoken condemnation of the LME's actions, he also suggested it was "despicable" for the board to favour by its decision those who were short of copper (those who had sold metal they did not own in the expectation of buying it later at a lower price) because most of the LME board members were "short".

Answering questions at a Magma presentation to the Association of Mining Analysts in London, Mr Champagne said the LME board had sent out a signal that would encourage those going short of metal to believe that in future their losses on the exchange would be limited.

Before he joined Magma in 1988, Mr Champagne was president of Cargill Metals and responsible for the non-ferrous

metal trading activities of Cargill, probably the world's biggest commodities trader. From 1978 to 1981 he was based in London and was a member of the LME.

Any intervention at all in the market by the LME board was "regrettable," he said yesterday. "Markets are to be left

alone." He added: "In the long run if the LME continues to do things like this it will pay a heavy price."

The LME board took emergency action on September 8 in response to widespread suggestions that its "flagship" copper market, on which most purchase contracts around the world are based, was being manipulated to boost the price. It limited the daily backwardation premium over the future price for metal for immediate delivery to £5 a tonne saying this was "in anticipation of the development of an undesirable situation in the copper market".

This intervention eventually resulted in the technical tightness disappearing and the three-month copper price has

fallen by nearly 10 per cent, from \$1,947 a tonne to \$1,749.50 and close to the lowest levels for nearly six years.

Mr David King, the LME's chief executive, said last night he would not comment on Mr Champagne's remarks until he had full details and, as there was no written text, this might take some time. Mr Champagne said he intended to outline his complaints in a letter to Mr King.

Mr Burgess Winter, president, said the joint venture company Magma had set up with BHP of Australia had lost Friday bid for the El Abra copper project in Northern Chile put up for sale by Codelco, the state-owned group. He said the fiercest competition from among several other bidders was likely to come from RTZ Corporation of the UK or a joint venture between Cyprus Minerals of the US and Lac Minerals of Canada.

Magma's bid, if it was successful, would be judged by some observers to be high. Mr Winter said. However, there would be a good return on the investment and it would pay for itself very quickly.

Codelco studies indicate that the project could produce 265m lb of copper a year using low-cost oxide leaching, solvent extraction-electrowinning methods.

Rubber pact to seek cash injection

By Kieran Cooke in Kuala Lumpur

THE BUFFER stock manager of the International Natural Rubber Organisation says he will be asking organisation members for more cash to buy in rubber in an effort to prop up sagging prices. Up to \$60m could be requested from Iiro's 20 natural rubber consuming and six producing countries.

The Iiro buffer stock manager has now accumulated a stockpile of about 200,000 tonnes of natural rubber. Rubber traders say Iiro member countries might be reluctant to contribute more funds in view of uncertainties about the future of the organisation.

Producer and consumer countries have been involved in protracted arguments about renegotiating the International Natural Rubber Agreement, which Iiro supervises. Consumer countries, led by the European Community, want the present agreement, which expires at the end of this year, to be renewed, but producers want a renegotiation of the terms of the agreement.

Mr Ahmad Farouk, head of Malaysia's delegation dealing with Iiro, says producers cannot survive persistently low prices and will have to take action if consumers fail to agree to a new Iiro.

"I can tell you for certain, if there are no negotiations, there is no Iiro," said Mr Farouk. "I just can't understand the consumers. To negotiate doesn't mean to agree. The producers have bent over backwards in the spirit of co-operation."

EC to cut 'inefficient' school milk subsidy

By David Gardner in Brussels

EUROPEAN COMMUNITY agriculture ministers yesterday decided to cut back from next year an expensive subsidy on school milk for 31m school children in the UK, 31m schools with some 8m children across the community.

The controversy, which looked set to surround the decision has been offset by limiting the cut to half what the European Commission had originally planned, and as a belated attempt by Brussels to explain the bizarre economics of the subsidy.

Last year, the EC paid out Ecu223m (£180m) on the subsidy, according to figures from the commission, which originally proposed to cut outlays back to Ecu15m by next year - a reduction that British and German officials said would jeopardise the scheme.

The subsidy was originally financed through the revenue from penalties levied on milk producers for exceeding the production quotas fixed by the EC. These levies were abolished in last year's reform of the common agricultural policy, under which Ecu1.5m was spent on the dairy sector in 1992.

But with the CAP budget

now strained to its near

Ecu50m limit, the commission

and the EC are casting around

for cuts, especially as bills

mount to buy off producer interests unhappy with the production, export and price cuts required by the CAP reform and as part of the Uruguay Round trade negotiations.

Across the EC, 143,000 schools get the subsidy for 31m children; in the UK, 31m schools with some 8m children receive it, in France 10m, and in Germany over 8m.

In Belgium, for instance, the subsidy is worth ECU16.3 (31p) a litre - or 12.5 per cent of the normal EC target price for milk - of which the farmer gets ECU12. But the school child, the commission says, pays an average of ECU34 a litre, higher than the average supermarket price of ECU30.

This is allegedly because of higher distribution and packaging costs; each litre, for example, requires four quarter-litre packages rather than one. "The profit is for the distributor and packager," one commission official said, adding that "it is up to the industry to take responsibility for that sort of thing, not us."

"It is the most expensive and inefficient system we have for encouraging the consumption of milk," he said, a view endorsed by member state agriculture officials in Brussels.

This is a high ranking in comparison with other milk schemes the EC runs, which are also likely to come into the spotlight as a result of the school milk controversy. The "calf milk replacement" scheme - whereby milk from the cow's udder enters the calf's mouth only after first having been turned into powder, then protein-enriched, and then turned back into milk - costs about ECU5m a year, according to one official.

Officials now say that yesterday's decision means the cut will be significantly less, to Ecu15m.

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FT MANAGED FUNDS SERVICE

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4878 for more details.

FT MANAGED FUNDS SERVICE

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 1 873 4378 for more details.

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MANAGED FUNDS NOTES

Prices are in general units unless otherwise indicated and those denominated \pm with no prefix refer to U.S. dollars. Yields \pm allow for all trading expenses. Prices of certain older issues reflect prices subject to capital gains tax on sales. If Distribution free of U.S. taxes, \pm reflects premium/penalty where plus a single premium/penalty. Distributions as of 12/31. Underwriting fees for Collective Investment in Transferable Securities + Offered prior instance of each year except Agency Commissioners. + Premiums may apply. \pm Net asset value per \$1.00. \pm Supported by \pm underlying assets. \pm Endowment. \pm Only one class of cumulative bonds. \pm Yield column above denotes rates of NAV increases, or as stated.

(*) Funds not SEC registered. No regulatory authorities for these funds exist: Germany, Financial Services Commission; Ireland, Central Bank of Ireland; Isle of Man, Financial Supervision Commission; Jersey, Financial Services Department; Luxembourg, Institut Luxembourgeois des Finances.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

1000	High Stock	WV	N	E	S	
1451	112 AM Corp	0.63	3,632.7	125	52	
2020	152 Am. L. L. Corp	0.18	23	1,385	132	
1545	152 Am. Int.	0.50	12	28	162	
724	152 Am. Inv.	0.45	21	287	12	
312	152 Am.	0.12	28	287	12	
512	152 Am. Inv.	0.50	12	287	12	
304	225 Am. Inv. Lab	2.03	46	287	195	
129	152 Am. Inv. Pr	0.50	55	4	3	
154	152 Am. Inv.	0.40	43	287	12	
12	285 Am. Inv. Int.	0.40	12	84	25	
504	152 Am. Inv. Int.	0.50	83	25	25	
115	152 Am. Inv. Int.	0.50	83	25	25	
595	152 Am. Inv.	0.50	287	12	12	
125	152 Am. Inv.	0.44	43	12	58	
275	152 Am. Inv.	0.44	17	15	15	
18	152 Am. Inv.	0.40	15	15	20	
213	152 Am. Inv. Exp.	0.40	24	1,028	195	
695	152 Am. Inv.	0.40	45	12	58	
724	152 Am. Inv. P	0.16	22	12	28	
245	152 Am. Inv.	0.16	22	12	28	
504	152 Am. Inv.	0.23	23	9	5	
504	152 Am. Inv. U	2.76	48	40	120	
145	152 Am. Inv.	0.26	13	30	25	
225	152 Am. Inv.	0.83	43	12	58	
74	152 Am. Inv.	0.40	53	25	25	
115	152 Am. Inv.	0.40	53	25	25	
595	152 Am. Inv.	0.40	53	25	25	
125	152 Am. Inv.	0.40	53	25	25	
275	152 Am. Inv.	0.40	53	25	25	
18	152 Am. Inv.	0.40	53	25	25	
213	152 Am. Inv.	0.40	24	1,028	195	
695	152 Am. Inv.	0.40	45	12	58	
724	152 Am. Inv. P	0.16	22	12	28	
245	152 Am. Inv.	0.16	22	12	28	
504	152 Am. Inv.	0.23	23	9	5	
504	152 Am. Inv. U	2.76	48	40	120	
145	152 Am. Inv.	0.26	13	30	25	
225	152 Am. Inv.	0.83	43	12	58	
74	152 Am. Inv.	0.40	53	25	25	
115	152 Am. Inv.	0.40	53	25	25	
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245	152 Am. Inv.	0.16	22	12		

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AMERICA

Shares undermined by selling of cyclicals

Wall Street

SELLING of cyclical issues continued to undermine US stock prices yesterday, in spite of some good news from the residential property market, writes Patrick Harverson in New York.

At 1pm, the Dow Jones Industrial Average was down 17.04 at 3,568.76, above its lows for the day. The more broadly based Standard & Poor's 500 was up 0.15 at 455.20, while the Amex composite was down 2.13 at 448.92, and the Nasdaq composite down 1.43 at 738.78.

Monday's big declines in stock and bond prices set the tone for a downtown opening to trading yesterday. Fresh losses in bond prices, and concern about the outlook for the economy and corporate earnings, ensured that all the major indices started in negative territory.

Some rare good news from the housing market - a bigger than expected 7.8 per cent rise in August housing starts and a strong increase in building permits - failed to generate much enthusiasm.

A recovery in bond prices by

mid-afternoon also created little buying interest in stocks, which declined steadily throughout the day.

The one bright spot was the emergence of the market's first billion-dollar bid battle since the 1980s. Paramount Communications, which only a week ago agreed to be bought by Viacom International, has attracted a rival bid from QVC, the home-shopping network.

On Monday QVC made an offer for Paramount valued at \$9.5bn, compared to Viacom's original \$8.2bn offer. Amid speculation that a third bidder might enter the fray - possibly Turner Broadcasting - Paramount's stock jumped \$24 to \$74.75 in volume of 3.3m shares.

The news lifted QVC, quoted on the Nasdaq market, by \$1 to \$57. Viacom, listed on the American Stock Exchange, was down \$1.75 at \$57.45.

Turner Broadcasting eased \$1.50 to \$25.75.

Among depressed cyclical stocks, Caterpillar slumped \$24 to \$76.15, International Paper gave up \$1 at \$60.85. Aluminum Company of America slipped \$1.50 to \$66.35, and General Electric fell \$1 to \$95.

Pharmaceutical stocks

showed a recovery from Monday's losses. Merck gained \$1.50 to \$31.50, Pfizer added \$2 to \$61. Johnson & Johnson rose \$1.50 to \$39.50 and Bristol-Myers Squibb put up \$1.50 at \$35.50.

Tambrands plunged \$44 to \$41 in heavy trading after the board of directors announced that it had decided not to sell the company, and that instead it was embarking upon a restructuring of senior management.

On the Nasdaq market, Quality Food Centres fell \$3.50 to \$28 after the food retailer announced a decline in third quarter earnings to 29 cents a share.

Canada

TORONTO was weaker at mid-day with the TSE-300 composite index off 26.23 at 3,926.55.

Among the sub-indices financial services were down 10.94 at 2,991.62, metals and minerals 31.78 at 2,792.44 and oil and gas 26.25 at 4,796.22.

Among individual stocks Placer Dome lost \$0.50 to \$35. Lac Minerals was up 83¢ at \$89.50 and Mitel down 83¢ at \$89.

ASIA PACIFIC

Concerns start to surface over Brazil's equity rally

But foreigners stay buyers, writes Bill Hinchberger

The São Paulo stock market may not be the best barometer for measuring the Brazilian economy given that equities have been accelerating even as inflation climbs by more than 30 per cent a month.

Last Friday the Bovespa index put on a further 7 per cent in dollar terms following an announcement by the government that it intended to deregulate exchange rate policy.

This would mean that the three exchange rates currently in operation - the commercial, tourist and parallel rates - would be reduced to just a single US dollar exchange rate.

Having lost 2 per cent in dollar terms on Monday as investors took profits, the Bovespa index was up 96 at 13,900 in early trading yesterday.

Nevertheless, there are clear reasons to explain why the market's performance in dollar terms this year - a rise of more than 100 per cent - is second only to Turkey among the 18 countries listed in the IFC's investable price indices.

For all its economic and political uncertainty, Brazil remains Latin America's most important economy.

"Brazil is not a small country, no matter who the president is, foreign investors have got to be there," says Mr George Rexing, director of foreign banking services for Banco de Boston, the First National Bank of Boston's subsidiary.

Long term foreign investors are adding exposure to Brazilian equities as part of a global emerging markets strategy, he believes.

New portfolio investment totalled \$1.4bn during the first six months of this year, compared with \$1.7bn for all of 1992. Foreign capital market investment was hampered dur-

Brazil



Source: Datastream

IFC Index in \$ terms (Jan 1, 1993 = 100)

200
180
160
140
120
100
J F M A M J J A S

1993

Source: Datastream

increasingly popular as real interest rates pushed annualised yields (in dollar terms) up to 16 to 17 per cent. As a result Salomon Brothers identified important shifts in volume in many "second tier" stocks immediately after the change was announced.

Leading the market's gains have been state-owned electrical utilities, propelled by real increases in tariffs and signals from the government that privatisation of the sector is likely.

Shares in companies sold off by the government, especially in the steel sector, have fared well under private ownership. Usiminas, the steel group which was sold in October 1991, has, since then, climbed more than 150 per cent in dollar terms.

Telebras, the state-owned holding company for the telecommunications sector, remains the market leader, often responsible for more than half the market's daily volume, while representing 80 per cent of the market index.

The shares appeared immune to recent difficulties, including the resignation of the company's finance director, subsequent newspaper reports of alleged corruption, and the resulting indefinite delay in planned international capital market deals.

One reason for its continued strong performance is according to a recent Salomon Brothers report, hopes that the recent difficulties may boost the likelihood of privatisation. The report goes on to say:

"The current situation at Telebras also bodes well for the major operating subsidiaries of the company, particularly Telesp (which operates in São Paulo state) and Embratel (the long-distance operator) which have longed to escape from the control of the holding company."

These factors have combined to push daily turnover on the Bovespa index to unprecedented levels, consistently in excess of \$200m a day this month, against levels averaging \$100m a day a year ago.

Most observers believe that Brazilian shares remain a bargain, but some warn that the future may be coming of as the Bovespa index continues to climb, outdistancing other markets in the region.

Although share bargains in good companies continue to be an attraction, a recent report by First Boston concludes: "In Brazil's stock markets, politics have become far more important than fundamental company analysis."

EUROPE

Opposing influences on Daimler, VW

CONFICTING influences on the automotive and banking sectors, and Nordic worries over currencies and interest rates gave bourses a lively day, writes Our Markets Staff.

FRANKFURT rose again as professionals shook their heads over its source of strength - a three-day gain of 9.1 per cent in Daimler, which put on another DM20.70 to DM76.80 with a press conference on yesterday's schedule.

However, the defensive qualities of utilities brought out analytical support which left Veba and Vtag up by DM6.30 to DM42.80, and by DM6 to

elsewhere. Siemens was just DM1.50 higher at DM66.30 and Deutsche Bank was flat at DM78.70 in a bank sector suddenly neutral apart from Dresdner, up DM4.80 to DM418.80 with a press conference on yesterday's schedule.

The DAX index climbed over a 7.2 per cent rise in August M3 money supply to close 13.01 higher at 1,925.85. Turnover rose from DM7.80n to DM8.4bn but Mr Jürgen Roosa, at B Metzler in Frankfurt, said that there would have been little volume to speak of over the past three days if Daimler, Deutsche Bank and Siemens had been excluded.

With Daimler, due to make its New York stock exchange debut on October 5, there was a suspicion of window-dressing ahead of the event. Later in the day, the sector was troubled by a further fall in August new car registrations, and Volkswagen, up DM2 to DM30.50 on the official session, slipped DM3 to DM35.70 in the post-bourse as Standard & Poor's put VW debt on its watch list.

In the broad market, the aggression behind the Daimler share price was not matched

FT-SE Actuaries' Share Indices

	THE EUROPEAN SERIES								
	Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Closes
FT-SE Eurotrack 100	127.36	127.73	127.42	127.22	127.24	127.26	127.26	127.26	127.26
FT-SE Eurotrack 200	1347.59	1343.41	1340.48	1346.59	1348.71	1351.49	1351.37	1351.37	1351.37

See Sep 21 1993 Midday High/Low: 100 - 127.32 200 - 1347.59 Low/Low: 100 - 127.24 200 - 1346.59

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